

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

185 Madison Avenue, New York City

VOL. CLV, No. 11

NEW YORK, JUNE 11, 1931

10c A COPY

F A S H I O N



gets back to her knitting

ONLY recently did Dame Fashion discover that there is much more to be done with knitting needles than her grandmother taught her. And it wasn't long before she had the cleverest of her noted designers hard at it, preparing new and intriguing knitted things for the approval of that "Famous Forty"—from whom all fashions flow.

Not only were there new and hitherto undreamed-of knitted garments, but, through the genius of such artists as Chanel, Schiaparelli and Lanvin, such perennially popular standbys as sweaters, bathing suits, scarfs, etc., gained new life and interest.

Recently, the Bradley Knitting Company brought forward inspired translations of the smartest American, French and English fashions . . . at reasonable prices.

To Advertising Headquarters was delegated the announcing of this offering. With the appearance of the Bradley advertising the buyers of the better department stores and shops turned to the Bradley line as one sure to please well-dressed American men and women.

N. W. AYER & SON, INC.

Advertising Headquarters

WASHINGTON SQUARE, PHILADELPHIA

New York Boston Chicago San Francisco Detroit London



Henry A. Wallace, editor of Wallace's Farmer and Iowa Homestead, scientific corn breeder and internationally noted as an authority on American Agriculture.

Keeping Tab on Your Farm Market

In these days of rapid changes—puzzling even to the most experienced—Standard Farm Papers continue to bring to their readers practical, up-to-date information adapted to their specific local needs.

Through the years "Standard" readers have learned that they can profit from this information.

Ever on the alert to make farm life fuller, they have learned also to profit from the messages brought to them in "Standard" advertising columns.

You will find these readers good customers for good merchandise.

Space is available in any single publication, or any grouping to best fit your individual needs.

SEVEN PAPERS REACHING 2,304,512 FARM HOMES

American Agriculturist Farmer and Farm, Stock and Home	Hoard's Dairyman Nebraska Farmer Prairie Farmer	Progressive Farmer Southern Ruralist Wallaces' Farmer Iowa Homestead
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The **STANDARD FARM PAPER UNIT**

NEW YORK—Wallace C. Richardson, Inc., Eastern Managers, 250 Park Avenue.

CHICAGO—Standard Farm Papers, Inc., Daily News Building.

PRINTERS' INK

Registered U. S. Patent Office

Issued weekly. Subscription, U. S. A., \$3 a year. Printers' Ink Publishing Co., Inc., Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879.

VOL. CLV

NEW YORK, JUNE 11, 1931

No. 11

Long or Short Term Advertising Commitments?

Answers of 264 Advertising Agents Indicate That Most Advertisers Are Making Their Plans on a Hand-to-Mouth Basis

By Andrew M. Howe

ARE advertisers, today, making their advertising plans and appropriations on a definite long-term basis, as has been the general custom for many years? Or are they making short-term commitments and plans, following in the footsteps of retailers and of their own purchasing departments?

These are questions that many advertisers and their advertising agents are asking. There has been evidence of a trend toward the short term in an effort to keep the advertising appropriation as flexible as possible, to meet unusual conditions and because it has been difficult to predict far in advance what month-to-month requirements might be.

If, as many advertising men believe, advertisers are working more and more on a hand-to-mouth basis, what is going to happen to the advertising agency and the publisher, should this trend grow more pronounced? The whole advertising picture may be changed. Advertising agencies may be forced to make drastic changes in their setup and policies in order to meet demands of their clients for new campaigns, new ideas, more service on a month-to-month basis. Publishers, certainly, should the planning of advertising on a short-term basis continue, will find themselves in a dilemma, to say the least. Instead of working to get their publications on the list for particular account once a year, it may be necessary to hammer home

their sales stories every few months, or even weeks, for every account.

Should this condition, which is evidently in force now—the planning of advertising for short periods only—continue into more normal times, there is likely to be a tremendous upheaval in the advertising industry. It will be more difficult for agencies to hold accounts, harder for publishers to contact agencies as frequently as will be necessary. It will increase the costs of agencies and publishers and possibly the advertisers themselves.

Nobody knows whether this definite trend is temporary or here to stay. Nobody can predict where hand-to-mouth will lead the advertising industry. But it is a development that every advertiser, agent and publisher would do well to watch. Will this cloud on the horizon bring a damaging storm or a cleansing, refreshing rain?

To discover whether there be such a trend, and, if so, what effect it is having on both advertiser and agency, PRINTERS' INK asked a number of advertising agents to tell what their experience has been. Two hundred and sixty-four agents replied, 190 of whom said that there is a definite trend toward short-term commitments.

Here are the questions and a summary of their answers:

1. Are your clients now as willing to make plans and appropriate

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tions on a definite long-term basis as they were in the past, or is there a tendency to make only short-term plans and commitments?

Long term... 63 No change... 1
Short term... 190 Miscellaneous... 10

2. As things look now, will this condition be likely to continue into 1932 activities?

Yes... 192 No... 24 No opinion... 48

3. Is your planning, list building and other preliminary work for fall and winter campaigns for your clients as heavy in the summer and early fall months as during the balance of the year—is it heavier?

Lighter... 40
Heavier in summer... 92
As heavy... 82
Heavier in early fall... 40
Miscellaneous... 9

4. If there is any change in attitude (Questions 1 and 2) is it spreading the load of planning, list building and other preliminary work out over the year?

Yes... 113 No... 15

And regardless of other factors, is this increasing the cost of rendering agency service, or decreasing it?

Increasing... 169 Decreasing... 15
No change... 46

* * *

What is the reason for and significance of this evident trend to short-term commitments and plans? Let's see what these advertising agents have to say. Here are comments on question number one: Are your clients now as willing to make plans and appropriations on a definite long-term basis as they were in the past, or is there a tendency to make only short-term plans and commitments?

"Trying new and different things means short-term plans."—J. C. Armstrong, Donovan-Armstrong.

"Clients are not so willing to make plans and appropriations on a definite long-term basis as they were in the past. Nor is it our desire to urge them to do so. Advertising should be budgeted and must be paid for out of returns. Any plans based on a long-term

basis must naturally be influenced and upset by conditions."—C. C. Winningham, C. C. Winningham Inc.

"Appropriations are planned for just as long a period as ever, although in some cases not quite as far in advance as usual, but numerous check-ups are set throughout the periods before final release."—Chas. H. Touzalin, Chas. H. Touzalin Agency, Inc.

"The hand-to-mouth appropriation seems to have come in with hand-to-mouth buying."—Mar. Martin, Erwin, Wasey & Company of Minnesota.

"Little confidence and less action on extended campaigns—three to four-month schedules."—J. C. Bull, J. C. Bull, Inc.

"There are two tendencies: (A) Make long-term plans on a minimum basis cutting everything to the bone, or (B) drag along without any plans—waiting—using little advertising or none."—B. E. Chappelow, Chappelow Advertising Co.

"We are advising working on a five-year basis program, but with definite commitments for only short periods. According to our method of work with clients, we are definitely a part of their merchandising department that we feel is most important to keep the program very elastic. By following this method we are able to meet new situations as they arise, and alter general advertising plans, depending upon sales conditions, editorially, buying trends and competitive situation and production requirements."—C. P. Parcher, Badger & Browning, Inc.

"Long term as previously but more care and attention given than ever before. Cutting out dead wood."—J. H. Swink, J. H. Swink Co.

Most of the comments on question number two were confined to the difficulty of making any predictions of any kind. As Mr. Winningham put it: "As things look now, 1932 activities will be influenced by 1931 conditions, and we know what they will be?" Besides, the replies indicate that most of the agents, like J. K. Frazer of The Blackman Company, frankly "Don't know."



Churches are Building

Now:—

Stimulated by our campaign encouraging churches to "build now—while costs are down"—new projects and dormant projects are springing to life. . . . Reports from architects and Denominational Bureaus tell us of the revived activity in this field that will spend more than \$200,000,000 in 1931. . . . Christian Herald is the key to this market.

CHRISTIAN HERALD

419 Fourth Avenue, New York City

Monthly . . . 25c a Copy

Yet there were enough blunt "yes" answers to show that this is not a strictly 1931, year-of-depression condition. Such men as C. D. Newell, of the Newell-Emmett Company, Inc., Milton Towne, of Richardson, Alley & Richards Company, and E. M. Sterling, of McMullen, Sterling & Chalfant, Inc., answered "yes." So did Robert E. Clayton, of Advertisers Incorporated, J. D. Tarcher, of Hommann, Tarcher & Sheldon, Inc., and Chester B. Bowles, of Benton & Bowles.

A number seem to believe that advertisers will go back to long-term planning if and when business gets back to where it was. Emil Brisacher, of Emil Brisacher & Staff, declares that it is "entirely dependent upon speed of business revival." And R. P. Clayberger, of Calkins & Holden, Inc., while unwilling to make a definite prediction "does not think" that the short-term condition will continue into 1932.

There is plenty of food for thought for publishers and their salesmen in the answers to question number three. As the summary shows, 214 of the agents stated that "their planning, list building and other preliminary work for fall and winter campaigns" is either as heavy or heavier during the summer and early fall months as during the balance of the year. The answers as a whole prove conclusively that there is no such thing as a general planning season. Lists are being made up and campaigns prepared every day in the year. The following comments should be of particular interest to those space salesmen who spend their time on golf courses during the summer in the belief that there is little doing in an advertising agency that will interest them:

"So far as the period for making plans, selection of media, etc., is concerned, almost every advertiser's advertising year starts from January 1. This very naturally necessitates the making up of budgets and detailed plans in the third quarter of the year—namely, July 1 to October 1. In many cases their respective boards of directors

do not act upon these proposals until October or November so that while the agency's planning work is heavily in the third quarter, a considerable portion of it, due to adjustments, delayed activities, etc., slides over to the fourth quarter of the year.

"All of this results in our fourth quarter and the following first quarter of the next year being very busy in actual production work of the campaigns, with perhaps the second quarter the lightest of the four, so far as general work of the agency is concerned. I think it would be very difficult indeed to attempt to force a leveling out of this work, as naturally the work of the agency must be made to conform to the administrative requirements of the advertisers themselves."—H. L. Palmer, McCann-Erickson, Inc.

"Different fiscal years distribute list planning over entire year for us."—Vance Chamberlin, The Griswold-Eshleman Co.

"Heavier in summer, but pretty evenly divided."—A. O. Hurja, Hurja, Chase & Hooker.

"We are usually very busy with fall and winter plans from the first of June on into September. The balance of the year is mostly given to carrying out the plans."—W. M. Mumm, Mumm-Romer-Jaycox Co.

"Our heaviest planning work is apt to come in July, August and September for the ensuing calendar year."—T. H. Anderson, Jr., Anderson, Davis & Hyde.

The answers to the first part of the fourth question naturally were mostly affirmative, inasmuch as the other answers had already indicated that agencies are doing more and more work in the spring and summer.

In answer to the second part of question four, the agencies were almost unanimous in saying that short-term commitments are increasing the cost of rendering agency service. A great many of those replying to this question went into detail as to why costs are going up. But before we present any of these opinions, let's read what those few who believe the cost is coming down have to

(Continued on page 121)

W
C

JO
Domina

CHAS
Boston

Where Fragrant Smoke Clouds Are Thickest—

RHODE ISLAND, with a greater density of population than any other state in the Union, consumes enough tobacco each year to blanket the State in a fragrant cloud.

Seven Providence wholesalers alone do a business of \$6,187,126 (U. S. Census, 1930). The compactness of the market simplifies problems both of distribution and of advertising.

Favorite brands are those for which consumer demand and dealer good will have been built up and maintained by advertising in the Journal and Bulletin. Cigarette sales are striking evidence. Cigars that have adequate advertising support are bucking competition while others slip. Plenty of us still "hit the pipe," and many others would be susceptible to suggestion.

Advertising in the Journal and Bulletin reaches 2 out of 3 English-reading families throughout the State. In Providence (A. B. C. City) the ratio is 19 out of 20.

Economy influences pipe smoking and the big lead of five-cent cigars. On the other hand, higher priced cigars advertised in the Journal and Bulletin reach a ratio of prospects greater than those quoted above, because of the particular strength of these newspapers among Rhode Island families of comfortable means.



The PROVIDENCE
JOURNAL and BULLETIN

Dominating New England's Second Largest Market

Representatives

CHAS. H. EDDY CO.

R. J. BIDWELL CO.

Boston • New York • Chicago • San Francisco • Los Angeles • Seattle

Where they live what they earn...

Information vital to your sales program ready in the new edition of "Population and its Distribution"

A NEW EDITION OF "Population and its Distribution," the widely known analysis of population from the standpoint of sales problems, is now off the press with figures from the 1930 census, the latest analyses of income tax returns, and new information on retail shopping areas.

To the sales or advertising executive, this volume is indispensable for time-saving and effective planning. The tabulations here exclusively presented throw new light on every phase of the 1930 census population figures. The information on retail shopping areas represents original research, and is not to be found elsewhere.

Where they live—what they earn—where they shop—only with this knowledge can the present need of economy in sales effort be met.

"Population and its Distribution," 5th Edition, has been published for the authors—J. Walter Thompson Company—by Harper & Brothers and is obtainable direct from J. Walter Thompson Company, 420 Lexington Avenue, New York. The price is \$10. The book may be returned within 5 days, and your money will be

refunded. The coupon is for your convenience.

In this book are . . .

1 For each state, the number of people—families—individual Federal income tax returns—farms—home telephones—residential lighting customers—passenger automobiles costing under \$1000, and automobiles costing over \$1000.

2 Complete list of counties in the United States, showing population, number of individual Federal income tax returns, number of people in each county per tax return, automobiles costing under \$1000, and automobiles costing over \$1000.

3 State lists (with maps) showing 681 well-defined retail shopping areas with the center and sub-centers of each—the population of the areas—the population of the centers—the number of individual Federal income tax returns for each—the number of people per tax return—and the number of leading department stores.

4 A table grouping these 681 retail shopping areas, according to the size of the retail shopping centers which they are tributary. (A glance at this table shows, for example, that there are 13 areas tributary to centers of more than 500,000 population, and that these areas account for 28% of the total population of the country. On the other hand, there are 438 areas tributary to centers of less than 250,000 population—these areas contain 22.7% of the total population.)

5 Separate state maps showing each county, and practically all towns of over 500.

... and many other convenient tables from the new census figures

640 pages

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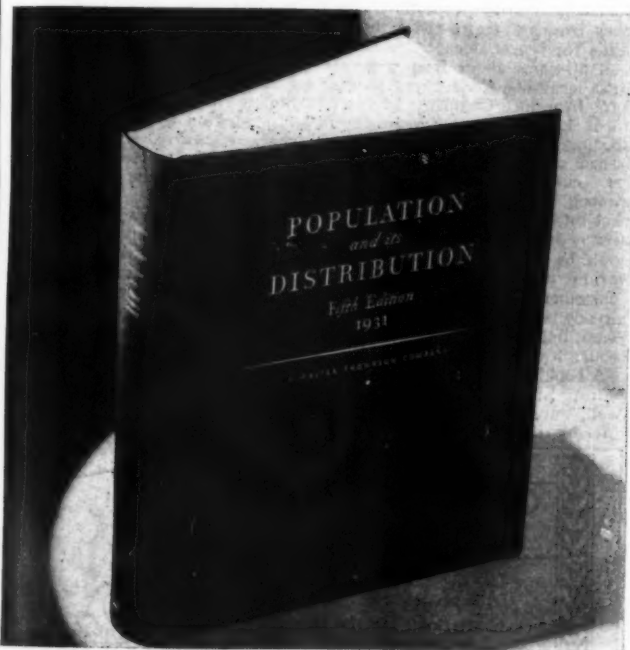
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640 pages • page size 8½ by 11 inches • 90 pages of maps • bound in maroon cloth over board

J. WALTER THOMPSON COMPANY

New York, Chicago, St. Louis, Boston, Cincinnati, San Francisco, Los Angeles •
Montreal, Toronto • London, Paris, Madrid, Berlin, Stockholm, Copenhagen, Ant-
werp • Alexandria, Port Elizabeth • Buenos Aires, Sao Paulo • Bombay • Melbourne,
Sydney • Batavia • Wellington • Osaka

J. Walter Thompson Co., Dept. E
420 Lexington Ave., New York, N. Y.

Send me _____ copies of "Popu-
lation and its Distribution," 5th Edition
at \$10 per copy. I am privileged
to return the book within 5 days,
and my money will be refunded.

Name _____

Address _____

22,200 Inquiries from One Mailing

Replies from the Pacific Coast Totaled 13.18 Per Cent; from
New England 8.96 Per Cent

By Kenilworth H. Mathus

Department of Publications, The Connecticut Mutual Life Insurance Company

A 12½ per cent return on a one-piece direct-mail campaign is a worth-while response for almost any line of business. In the life insurance world, such a return is somewhat unusual, especially when such inquiries are in the nature of leads for repeat sales.

It all came about from a simple little idea. The Connecticut Mutual Life Insurance Company, of Hartford, had for some years been sending one of its house magazines, issued annually, to all policyholders (customers) of the company. Among other items, "The Connecticut Mutual Policyholder" had always featured a coupon on which could be checked some eight or ten various items of service to present "customers." This coupon had already worked well, in previous years, but in 1931 it was desired to secure leads for additional sales.

A booklet was prepared, entitled: "First Steps in Planning Your Will," and a business reply card offering this was inserted in the

house magazine. This card carried a hand-lettered design, showed a picture of the booklet itself, and was attractively printed in black and silver on a bright green stock. At the time this was written, 22,200 cards had been returned from a circularization of 178,000 customers within the continental United States and more were continuing to arrive in every mail! (In addition to this, policyholders checked nearly 3,000 items of "policyholder service" on the usual coupon—double the number of any previous year!)

The company's experience checked closely with that of other direct-mail users who find that the greatest percentage of returns often comes from the West, fewest from the East. New England stood at the bottom of the list, with a return of only 8.96 per cent. Then came other Eastern States, with 11.80 per cent, followed by a 12.03 per cent return from the South. The Mid-West gave 12.58

One of these valuable
booklets is YOURS—

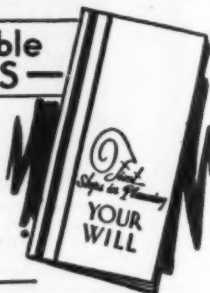
*No stamp necessary
Simply Sign
and Mail*

Name _____

Street _____

City _____ State _____

If you have a will • Use this booklet as a check
If you have no will • Use it as a guide



This Is the Reply Card That Was Inserted in the Company's House Magazine—22,200 of These Cards Have Been Returned

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Company

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Canada Dry Ginger Ale
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Refrigerator **General**
Foods (Grape Nuts) ...
... **Cinderella Washer** ...
Sheaffer Fountain Pen

are selling Iowa with

color

in the

DES MOINES
REGISTER AND TRIBUNE

Color any way you like it . . . one color
and black in Daily or Sunday news sec-
tions . . . four colors in Sunday Roto-
gravure section . . . four colors in Sunday
Comic and Feature Sections

Circulation exceeds 245,000
Daily and 210,000 Sunday

per cent, and when the Pacific coast was reached responses jumped to 13.18 per cent.

What to do with inquiries presented no problem at all. With some 3,000 salesmen throughout the United States, a direct personal follow up of each inquiry was obviously the correct procedure. Special arrangements were made at the home office to facilitate prompt distribution of these inquiries among the proper branch offices, where the local manager apportioned the leads among his salesmen as fast as they were received.

Certain branch office machinery was also necessary if the system was to flourish effectively and smoothly and if the greatest good was to be obtained from the inquiries received. Much of this assistance was arranged by the sales promotion department at the home office, which among other helps, furnished an organized sales talk to each salesman to be used when delivering the booklet in person.

It was urged that a special meeting of the salesmen be held in each branch office and that they be thoroughly grounded in the best sales procedure to be used in the personal follow up. It was also recommended that a competent lawyer be secured to address such meetings, who would speak to the salesmen on the subject of wills and pertinent laws of their State. (It was emphasized throughout that salesmen were not to attempt to draw up a will themselves, but to advise that their clients see a lawyer at once and secure his advice and counsel.) It was of course suggested that, while delivering the "Will" booklet, efforts be made to make a sale wherever possible, but failing in this, a salesman was urged to ask for further leads. Direct, concrete benefit was the aim of the salesman in following up every lead—every call was expected to pay for itself, either in sales or additional leads.

It is hard to put one's finger on the reason for the favorable response secured from this mailing, as several favorable factors entered into the situation. Yet, omis-

sion of any one might have materially changed the whole picture. Certainly the following features of the plan were in its favor:

(1) The list was confined to present users of the company's service, who had, of course, been well pleased in their previous dealings with the company.

(2) The inquiry card was attractive, pictured the booklet itself, and required no postage.

(3) The house magazine in which the card was enclosed further sold the readers on the company's service and the desirability of writing for the booklet offered.

(4) Disturbed conditions in security markets have caused many violent upheavals in the estates of rich and poor alike. The mailing went out at a time when people were gravely concerned over shrinkages in their estates, and a helpful booklet (which in itself did not attempt to sell them anything) on the subject of making a new will or checking over their present one, came along at the psychological moment, just as they were in the process of making an "inventory" of their changed estates.

Just how did the company benefit from widespread distribution of this booklet?

(1) The process tended to build good-will to a marked degree.

(2) It was a valuable "conservation" measure; i.e., by focusing attention on estate creation and distribution, prevention of many lapses was effected.

(3) Additional sales on a large scale were made directly on the lives of policyholders inquiring, and indirectly on leads furnished by them.

On any one of these points alone the plan might have been well worth while. With threefold benefits accruing—good-will, conservation and additional sales—the value to the company and its salesmen is evident.

Dorothy Gray Account to Mark O'Dea

The advertising account of Dorothy Gray, New York, beauty preparations, a subsidiary of Lehn & Fink, has been placed with Mark O'Dea & Company, advertising agency of that city.

Thorough Trading Area Coverage Through One Newspaper!

Run-of-Paper Color in Milwaukee Journal

FOR the first time in Milwaukee, advertisers can multiply the power of a newspaper message with run-of-paper color advertising, daily or Sunday.

The Milwaukee Journal now offers this service in one color and black in full page units with a limit of one page per issue. This completes a color service including monotone gravure, colorgravure, and two, three or four color process in the Sunday Magazine, Boys' and Girls' Magazine and the Sunday Comic section.

In the search for effective methods of extending your sales in 1931, consider the attention value, power and economy of color advertising in the regular news sections of The Journal.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

National Representatives . . . O'Mara & Ormsbee, Inc.

New York Chicago Detroit Los Angeles San Francisco

Consin's Most Complete Newspaper Advertising Service

"Hot" from Trail

RECIPES, menus, dietary facts . . . a constant flow of practical suggestions on the great domestic art that omits no day from its calendar!

The Chicago Daily News maintains its own experimental kitchen, a model installation, as a proving-ground for the material of Edith G. Shuck's daily column on food.

Every day this column tells a story of unusual interest . . . verified in the kitchen . . . to the thousands of Chicago women who buy and prepare food. Twice weekly the demonstrations conducted in the kitchen attract an eager audience.

There is character of service as well as reader character behind the world leadership of The Chicago Daily News in food advertising and behind the opportunities The Daily News constantly reveals to food advertisers.



EDITH G. SHUCK
Home Economics Expert of
The Chicago Daily News

The Daily News Kitchen

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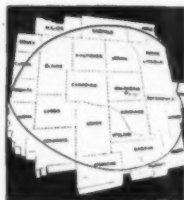


THE CHICAGO DAILY NEWS

CHICAGO'S HOME NEWSPAPER

The Cost of EFFECTIVE ADVERTISING Is *LOW* in the Oklahoma City Market

THE Oklahoma City Market is recognized as one of the best sales territories in the country—one in which the cost of effective advertising is low when an adequate schedule is concentrated in The Oklahoman and Times.



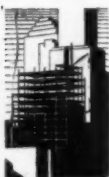
Copies of The Oklahoman or Times are read by nine out of every ten of Oklahoma county's 56,003 families whose total income this year will be \$291,132,600. Approximately 45% of the urban families in this 62-town market, knit together by a community of interests, by improved highways, inter-urbans, and five trunk line railroads, read copies of The Oklahoman or Times daily.

These newspapers give the advertiser 16,464 MORE circulation in the Oklahoma City trade area than all 22 daily newspapers in this area combined, including the third Oklahoma City newspaper, PLUS 36,220 circulation in Oklahoma outside the trade area—all this at LESS than one-third the milline cost of the 22-paper combination.

An adequate schedule in The Oklahoman and Times will produce more-than-quota sales in the Oklahoma City Market at one low advertising cost.

The
Oklahoma
Publishing
Company

National
Representatives
E. KATZ
Agency



The **DAILY OKLAHOMAN**
OKLAHOMA CITY TIMES

THE OKLAHOMA FARMER-STOCKMAN
RADIO STATION WKY

Package Design Is Getting Away from Fundamentals

A Good Package Depends on Many Factors and Some of These Are Being Overlooked

By C. B. Larrabee

WHEN the down-swinging curve of a business cycle says "Period" to a business era it is natural that men of business should become discontented and question all of those things that seemed so perfect in times of prosperity. It is also natural that they should seek for new things that will give them an opportunity to strike a different note in their merchandising activities.

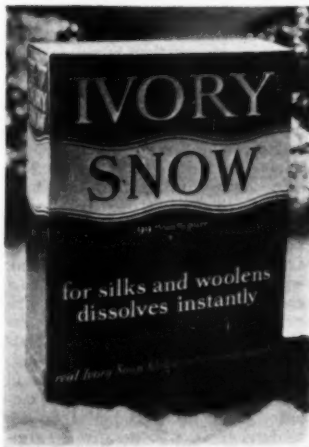
One of the most obvious and most economical changes that can take place for the manufacturer of packaged goods is the design of a new package. The process of re-designing is comparatively inexpensive. A new container brings the merchandise closely into tune with current ideas. It offers a cheap peg upon which to hang a new and different selling talk and at the same time gives the manufacturer a ready-made method of making his salesmen feel that he is progressive and that he is giving them something new to talk about to dealers. These and many other reasons account for the fact that for a period of two years, when retrenchment has been the order of the day, there has been an unusually lively interest in the subject of packages.

Any close student of what has been going on cannot have failed to have noticed the fog of confusion that hangs about the subject of packages, nor can he have failed to mark the careless haste with which a number of manufacturers have grasped at change for the sake of change without any very keen appreciation of the basic principles and the basic needs of package design.

One of the most glaring errors that manufacturers have made is their lack of understanding of the functional importance of package design. For instance, one

large company that has spent millions advertising the clear, golden appearance of its product recently produced a new line of packages in which green was predominant and gold had no place. Yet this manufacturer has told his dealers and consumers many times that his golden product is vastly superior to the green products of many of his competitors.

Another manufacturer is vastly proud of his container because it has great legibility. He is correct. His package can be seen and its message read at forty feet, about four times as far from the product as the average consumer will ever stand when she reads the message. On the other hand, although the product itself is light, fluffy, and clean, the colors of the package are dark, muddy and in themselves not particularly attractive. No one will question that the color



A Clean Blue Unites with Lightness of Design to Express the Use and Need of the Product



Glass and Cellophane Let the Product Advertise Itself, Subordinating Trade-Mark and Label. Note Olives in Flat Jar—Convenience for Consumers

combination in itself is correct. The designer can prove that by quoting many different physical laws. The simple fact, however, is that the combination is many miles away from expressing the spirit and the use of the product.

The good package should seek always to express the product, through the use of color, through the use of design, even, sometimes, through correct shape. Dozens of food products suffer badly in competition because their packages violate this simple principle. The great popularity of glass and transparent wrappings is due largely to the fact that the product is allowed to advertise itself.

Too many manufacturers have allowed themselves to be bound down by tradition when they make package changes. There has been far too little study made of the problem of shape which, in a few years, may be one of the most important considerations of all. Consider for a moment the most popular size and shape of can employed in the sale of one pound of coffee. How many manufacturers have even studied this can to determine whether it is convenient to hold, whether it is too tall or too short, whether, in brief, it is the best size and shape for a coffee can?

Two manufacturers within the last two years have made striking changes in the shape of the cat-sup bottle. Whether they will prove ultimately correct time will tell. The fact remains that they have had the courage to look at size and shape with fresh eyes. It is significant that in the cosmetic field many facial cream jars are still unwieldy, difficult to use, bad in shape, bad in size.

Far too little consideration has been given by designers to simple manufacturing problems. Every product that is sold in volume must be packaged by machinery, yet many packages are at the present time difficult to handle by any machinery yet manufactured. Labels that have to be sweat onto the bottle, that cannot be centered satisfactorily, that chip and mar in handling are not correct from the manufacturing angle. Designers who see their problem solely as something artistic are bound occasionally to design packages that are impractical to manufacture and handle in transit.

Recently *Food Industries* sent an inquiry to a number of food manufacturers asking them a number of questions concerning packages. One of these questions was, "What factors determine the selection of product containers?" In the replies the following factors

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were mentioned in order of importance: Appearance, display value, price, breakage, packing labor, moisture resistance, weight, size, shape, grease resistance, possible re-use by consumers, quality. Note how many of those deal with purely manufacturing problems, problems that the average designer, if he is primarily an artist, refuses to bother about.

At the top, of course, are appearance and display value. These are artistic problems. They will always remain of the most importance, indeed their importance is growing.

There are, however, a number of manufacturers who are beginning to question much of the dogmatic material which has been written and said about display value. After all what makes a package have good display value? If a dozen competitors make packages which are predominantly red in color, obviously the thirteenth manufacturer is not going to achieve good competitive display value by the adaptation of red. Do the principles of display value apply equally in the dealer's window, on his counter, on his shelves? Is display value solely a matter of color combinations or is it also a matter of lettering, design, etc.? These are some of the questions which must be answered before we shall even be at a beginning of an understanding of the subject of display value.

So far as package design is concerned research has become a back number. Not so many years ago manufacturers were interested in research. They were eager to make consumer tests and dealer tests. Today they assume that tests are no longer necessary. In this they are mistaken. Two of the most glaring package failures of recent times would have been avoided by the expenditure of a few thousand dollars in investigation to prove that ideas which seemed fool-proof were actually foolish.

Research can tell the manufacturer a great deal about size, shape, color, type, copy, lettering, trade-marks, illustrations, trade names, etc., all important factors

in the creation of a successful package. Yet recently an artist who has won a certain reputation in the field of modernistic package design stated publicly that so long as the manufacturer left his problem in the hands of the artist he was safe and that it was only when the manufacturer interfered with the artist that packages failed. It is significant that this artist recently designed a package with lettering so modernistically illegible that consumers consistently misread the trade name when the package was displayed on store shelves.

Ben Nash, speaking before the recent package conference of the American Management Association, pointed out that good package design begins in the factory and ends in the ash can. What he meant was that a good package starts with the product itself and stops only after it has been emptied. Not one designer in a dozen sees his problem in that light and yet today it is the only possible light that should be used to illuminate the problem.

Finally, there is grave danger that manufacturers will over-emphasize the value of the package itself. The best package ever designed may fail in the face of bad marketing policies or when handicapped by bad advertising. One of the poorest packages in the cosmetic field, when considered from almost any angle of shape, size, design, etc., is one of the largest sellers because it is backed by years of good-will and by millions of dollars in advertising.

It is dangerous on the one hand to believe that a new cosmetic package, properly designed, will seriously interfere with the sales of the heavily advertised product. It is equally dangerous for the manufacturer of that product to sit back complacently and say that the package amounts to nothing, that advertising is everything.

The whole question of package design is in its infancy. The designer who states dogmatically that he knows all there is to know does himself and his clients a disservice. The manufacturer who believes that package design is a

simple problem faces the possibility of failure. The package clinics of the American Management Association have demonstrated convincingly what a fog of misunderstanding and conflicting views surrounds this whole subject.

The subject of package design needs more research, needs a better understanding on the part of manufacturer and designer. This understanding cannot be gained by side-stepping fundamentals. There are basic principles of design already discovered which are little used. There are other principles which have not yet been uncovered. Not until the manufacturer is able to work upon a platform made up of these fundamental principles will package design be taken out of the field of gambling chances.

Richmond "Times-Dispatch" Appoints C. A. Franklin

Clifford A. Franklin, formerly advertising director of the Worcester, Mass., *Evening Post* and Yonkers, N. Y., *Statesman*, has been appointed promotion manager of the Richmond, Va., *Times-Dispatch*. He was, at one time, with the Atlanta *Georgian-American*.

"Psychology" Elects M. V. Manischewitz

Meyer V. Manischewitz, of B. Manischewitz & Company, Cincinnati, makers of matzos, has been elected vice-president, treasurer and a director of the Psychology Publishing Company, New York, publisher of *Psychology*.

Made Space Buyer of Martin- Pilling-Shaw

Miss Marguerite R. Johnson, formerly president of the Mendte-Johnson Advertising Agency, has joined Martin-Pilling-Shaw, Inc., Philadelphia advertising agency, as space buyer.

Joins "True Romances"

Carl Eckhardt, formerly Western manager of the Tower Group at Chicago and, more recently, in charge of Western advertising of the Macfadden Combination, has joined the Chicago staff of *True Romances*.

Lysol to Lennen & Mitchell

Lennen & Mitchell, Inc., New York advertising agency, has been appointed by the Lehn & Fink Products Company, New York, to direct the advertising of Lysol disinfectant.

Magazines, Inc., Acquires "Poultry Culture"

Magazines, Inc., Chicago, has purchased Poultry Publications, Inc., Tulsa, Okla., publisher of *Poultry Culture*. Charles C. Swearingen has been elected president of Poultry Publications, Inc.

Magazines, Inc., has also purchased the Southwestern Printing Company, also at Tulsa. Leonard R. Olson has been elected president of this company which specializes in publication printing and electrotyping. Both plant and publication will continue to operate from Tulsa but under the general management of Magazines, Inc.

Baby Food Account to Young & Rubicam

Young & Rubicam, Inc., New York advertising agency, has been appointed to direct the advertising of Harold H. Clapp, Inc., Rochester, N. Y., which, as previously reported, has been acquired by Johnson & Johnson. C. A. McCormick, treasurer, and H. W. Roden, director of the baby products division of Johnson & Johnson, have been added to the board of directors of the Clapp concern, which makes strained vegetables and other foods for babies.

To Direct Berger and Eaton Axle Accounts

The Berger Manufacturing Company, Canton, Ohio, maker of steel office furniture, shelving, etc., and The Eaton Axle and Spring Company, Cleveland, automotive products, have appointed Meldrum and Fewsmith, Inc., Cleveland advertising agency, to direct their advertising accounts. Magazines, business papers and direct mail will be used.

To Direct Special Campaign for General Motors

The General Motors Corporation, Detroit, has appointed the J. R. Hamilton Advertising Agency, Chicago, to handle a special institutional advertising campaign. Rotogravure advertising in nine newspapers, together with a newspaper weekly, will be used in a campaign beginning July 19.

Watson Silver to Dorrance, Kenyon

The Watson Company, Attleboro, Mass., sterling silver tableware, has placed its advertising account with Dorrance, Kenyon & Company, advertising agency of Boston. General and class magazines and business papers are being used.

E. R. Weadon, Vice-President, Paul Block Associates

Emile R. Weadon has been elected to the office of vice-president of Paul Block and Associates, according to an announcement received from Mr. Block. Mr. Weadon has been associated with Mr. Block for a number of years.

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5. Unexcelled Transportation
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No. 5 of ten reasons why the Indianapolis Radius offers uncommonly advantageous sales opportunities.

Unexcelled Transportation

Few—if any—markets in America are as well supplied with transportation facilities as Indianapolis and the Indianapolis Radius. Indianapolis is the largest railroad center in the world not on navigable water. It is the home of the largest interurban terminal in the world. The National Road and the West Dixie Highway intersect at its heart. It is the focal point of a state highway system that embraces more miles of surfaced highways than any other state in the Union. It is a transfer point for east-west and north-south air traffic.

These superb transportation facilities make retail outlets easily accessible to consumers, speed the distribution of merchandise, and permit advertising campaigns to function with a minimum of waste and a maximum of economy and profit.



Member of the 100,000 Group of American Cities

THE INDIANAPOLIS NEWS

1st in Indianapolis for 36 consecutive years

New York: DAN A. CARROLL
110 East 42nd Street

DON U. BRIDGE
Advertising Director

Chicago: J. E. LUTZ
Lake Michigan Bldg.

*"He fears tomorrow the least who
rushes ahead to meet it."*

LORD WANDERFOOT

(NOW TRAVELING IN THE UNITED STATES)

Sales are obtainable—particularly in the cities. Retail indexes are conclusive proof of that.

But business is, of course, punctuated with questions arising out of new conditions of trade.

The advantages of consulting an organization that plots and reports ELEVEN BIG CITY MARKETS are more apparent now than they have been in years. Particularly a "spot" organization covering these markets daily with *trained* men and *trade* minds.

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Numerous sales executives have learned that plans worked out in conjunction with Boone Men lead to a surer course of action. That is what the Boone Group is for: *to convert selling energies into the most logical and practical patterns directed to the urban markets of America.*

ALL THE BOONE MAN

RODNEY E. BOONE ORGANIZATION

INTERNATIONAL MAGAZINE BUILDING
111 N. STREET AT 8th AVENUE, NEW YORK CITY

CHICAGO
Post Building

PHILADELPHIA
Fidelity Philadelphia
Trust Building

DETROIT
General Motors Bldg.

BOSTON
Winthrop Square

SAN FRANCISCO
Hearst Building

ROCHESTER, N. Y.
Temple Building

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Washington Times-Herald

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Omaha Bee-News
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Syracuse American
Omaha Bee-News
Washington Herald

Baltimore American
Rochester American
Atlanta American

By Any Survey That's Ever Been Made

*The Detroit News Is
Proven Detroit's Home Paper*

DETROIT has been surveyed up and surveyed down. Independent agencies, other newspapers, Detroit's leading stores and The News have all made surveys. Out of all these, two important facts stand immutable: The News is Detroit's home newspaper and found in more homes than any other; The News has the greatest total coverage of all the financially able homes in Detroit. To

this you can add the fact that The News has now and always had the largest circulation in Detroit and trading area. Perhaps that is the reason why The News has for 17 years been first, second or third in advertising in America. In any case your appropriation in Detroit will not be economically applied until you have carefully considered The News and its relation to Detroit's buying power.



The Detroit News

New York
I. A. KLEIN, INC.

THE HOME NEWSPAPER

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J. E. LUTZ

Member 100,000 Group of American Cities

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How to Improve the Sales Manual

An Analysis of Some Fundamental Errors That Have Helped to Fill the Sales Manual Graveyard

By E. B. Weiss

RECENTLY, PRINTERS' INK wrote to several hundred sales executives, known to have had experience with sales manuals, and asked for information concerning certain phases of sales manual construction.

A surprisingly large number of these sales executives replied: "We no longer publish a sales manual."

The natural thing to do was to ask "why?" What's wrong with sales manuals? Is the idea basically weak? Or is it a case of a good idea gone bad through abuse?

Information concerning business procedures that have failed is never easy to obtain. Executives, quite humanly, prefer to talk about the things with which they have been successful. However, under the cloak of anonymity, these executives who said they no longer use sales manuals were asked to "come clean." (The investigation was confined to manuals used by salesmen calling on the wholesale and retail trade.)

The facts they furnished have been sifted and collated. They offer a factual analysis which, in conjunction with constructive suggestions, ought to be of real dollars-and-cents value to any executive who is thinking of compiling his first sales manual or revising the present one.

* * *

Sales manual weaknesses are classified, most conveniently, into five sections. These are:

1. Basic faults in the sales manual idea.
2. Weaknesses in the procedure followed in collecting material.
3. Errors of judgment in selecting the material that has been gathered.
4. Mistakes in technical construction—dimensions, type, illustrations, etc.
5. Failure to merchandise the manual.

1. Basic faults in the sales manual idea.

If there is an inherent weakness in the sales manual idea it is to be found in the structural fault existent in any plan of mass training or education. Salesmen are annoyingly human. They have all the foibles and limitations of mankind.

In any force of salesmen there will be several who are stars. There will also be several who barely hang on to the lowest rung of the ladder. Some will have been with the organization for fifteen years; others perhaps not for fifteen weeks. Some will be highly intelligent and studious; others not blessed with a great amount of brains.

How is it possible to frame a sales manual that will be equally valuable to all these types? The manual most helpful to the new salesmen will be a boresome affair to the old-timer. The manual that may strike the star salesmen as being just right, may be all wrong so far as the tail-enders are concerned.

Two Solutions

Here is a basic fault in the sales manual idea that can be solved only in two ways: First, through a loose-leaf arrangement, so to individualize the manual that each salesman gets only the material most useful to him. (That may be an expensive procedure and not often practicable.) Second, decide which class of salesmen needs the manual most, and then frame it for that class.

A second basic fault lies in the fact that it is frequently impossible to keep the manual up to date. In some industries especially, changes occur so rapidly that even the loose-leaf arrangement offers no salvation. Or, if the loose-leaf idea does offer a way out in theory, it may be found, in actual

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practice, that the additions seldom find their way into the binder provided for them.

One baking company does not publish a regular sales manual for this reason. Its answer to the difficulty is as follows:

"We furnish our salesmen with a three-ring binder to take an 8½ by 11 sheet and supply each man with a weekly bulletin giving him selling helps as soon as we pick them up to keep his information continually up to the minute. All forms going forward from our department are punched with holes so that they may be inserted in this loose-leaf binder and filed for future reference.

"This gives the salesman a chance to discriminate between such material as he deems particularly pertinent to his territory and such material as he may find useful for a week or two and then discard. As this book is continually undergoing revisions it never assumes the aspects of a sales manual that was published a year ago and is consequently out of date. It is live information that the salesman can use every day.

"For purposes of merchandising our advertising we furnish our men with a small folder. It is our policy to advertise a different cookie or cracker each month. The monthly folder is designed to fit the salesman's sample case and will stand a great deal of abuse. The salesman knows he is going to get another one the first of every month and so he is not afraid to use it. We are of the opinion that our present method of keeping material current for our salesmen is far superior to the sales manual plan."

A third basic fault exists in the fact that where age does not impair the sales manual's usefulness, it frequently happens that the number of times a manual is consulted is in direct reverse ratio to the number of weeks it has been in the hands of the sales force. The first week it is read religiously. The second week, it is consulted less often. And after several months, it seldom sees the light of day.

This fault, however, is not

nearly so basic as the two previously mentioned.

2. Weaknesses in collecting material:

Too many manuals have all the ear-marks of a headquarters or office job. This may be due to several factors, among them the failure of the home office to dig elsewhere than in home office desk drawers.

If uncorrected, this attitude spells "finis" for a sales manual. But there is an easy solution. As outlined by a sales executive who prefers anonymity: "Our home office was willing enough to work on a sales manual; too willing perhaps. The home office personnel is usually thoroughly convinced that it knows just about everything with regard to selling while the salesmen are equally convinced that the home office is as ignorant as a cub.

"We concluded, from observation, that a manual written by an office force is mostly a history of the company supplemented by outmoded house policies and equally outmoded selling practices. Such a manual lacks the real substance of helpfulness.

Let Salesmen Write the Manual

"We did not want an office written manual. We wanted the men out on the firing line to make the manual. We got them to do it through a little contest in which we offered small prizes for the best objections and answers. We told the salesmen we weren't looking for literary masterpieces. What we were after was practical selling information of current value and we pointed out that they were the ones to give it to us.

"We got splendid material. Of course, most of it had to be rewritten, but that was an easy job.

Another weakness in collecting material is the tendency to approach the task from the wrong end. Too often, the plan of collecting information consists of some such instruction as: "Let's gather everything we can lay our hands on. Then when we've brought all the stuff together we'll sift out the unwanted material."

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YOUNG Chicago Isn't Bothered

Maybe it's because youth doesn't know enough to worry—or doesn't know how. Why matters little—what's important is your need of business and youth's readiness to give it to you right now.

And there we come in, with the biggest of all Chicago evening newspaper audiences rich in youth and eagerness for life's good things. What a market that adds up to—and how you need such markets!

Acknowledge the market (you can't deny the need) and see if it doesn't get you farther than scratching away futilely at conservatism's crust.

CHICAGO EVENING AMERICAN

good newspaper now in its ELEVENTH YEAR of circulation leadership in Chicago's evening field.

National Representatives: RODNEY E. BOONE ORGANIZATION

deniably results in the collection of vast piles of material. Unfortunately, it also results in the collection of large amounts of unneeded information, and because of the haphazard process, information that the sales manual should really contain is never secured.

Those who have had experience with sales manuals follow the plan of first mapping out, as completely as possible—usually after consultation with the salesmen—the information that will be needed. Then, with this skeleton outline acting as a guide, the search for information becomes much more orderly.

A third weakness in collecting material exists in the tendency to allow the material to accumulate until the powers that be are actually ready for the sorting-out process. A much better plan is to study the material *as it comes in*. In this way, suggestions may be spotted for new material that may be wanted, and unexpected places uncovered where worth-while facts are available.

3. *Errors of judgment in selecting the material that has been gathered:*

Here is where the most serious mistakes in sales manual compilation occur. Perhaps the first error, and the most common one, springs out of the temptation to tell all about the history of the company.

The purpose in giving salesmen a historical background of the company is not to cram their heads full of historical facts. The object is to give them a certain amount of pride in the growth and stability of the organization. A page or two, and a picture or two, of this sort of material ought to suffice.

Possible exceptions are some of the tremendously large corporations that have long and involved corporate histories. Here, the corporate growth constitutes information that is likely to be of considerable importance to the salesmen.

Another exception may be made in the case of a company that has a sales force that is turning over rapidly. However, salesman turnover in a sales force of the kind we are considering—where the

salesmen call on wholesale and retail trade—when it becomes too rapid does not call for a history of the organization so much as it does for a new policy of sales management.

There is something about the sales manual idea that encourages the practice of throwing every available bit of information between its covers. Where the manual is intended to be a reference encyclopedia, or where it is designed for use by new salesmen only, there may be some merit in this plan. But generally speaking there is no surer way to make a manual a dust collector than to give it the appearance of an unabridged history of the world.

Confusing Manual with Catalog

For example, it is common to include in the sales manual technical information that more properly belongs in a catalog or perhaps in a special folder. Page after page of dry, uninteresting technical data is hardly likely to encourage a salesman to thumb the sales manual. Technical information, when planned for use in the sales manual, should be prepared so that it holds the interest of the salesman and provides him with effective sales ammunition. It is always necessary to use the sales angle in these mechanical descriptions.

There are three outstanding purposes that are common to almost every successful sales manual. An understanding of these three purposes should help in the selection of material. They are: Stimulation of the salesmen; the organizing and classification of selling ideas and selling material; furnishing the salesmen with the requisite information concerning the company's products.

Information contained in the sales manual will depend upon such factors as the following: The character of the sales force—this is, whether or not it is made up of old or young men, experienced or inexperienced men, etc. Second, the character of the company product. Third, the company methods of distribution.

An analysis of a number of sales manuals that may be presumed

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It can't lift mountains

THERE is no magic, no wizardry, in printers' ink. It cannot work miracles nor can it hope to accomplish the impossible.

But this much is beyond question,—that many thousands of users of good printing are piling up daily evidence of its tremendoussellingpower.

**Possibly
you could use
MORE printing
to the advantage
of your business**

**461
Eighth Avenue
New York**

PRINTING CRAFTS BUILDING

CHARLES FRANCIS PRESS



Little Marion Cusimano smiled when he was brought to her. "Daddy, hold my hand," she whispered. Too choked to answer, he grasped the thin white fingers. But undernourishment took its toll. She died that night.

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No advertising point

to this story . . . but sometimes things happen that make you glad to be in the newspaper business. . . In a Brooklyn hospital, weak from extreme malnutrition, nine year old Marion sobbed through terrible dream-ridden nights calling for her daddy. But her daddy was in jail, sentenced to six months for illegal possession of a revolver. Six other children were at home, in a Brooklyn tenement, living on free milk and seven dollars a week from a charitable organization. . . . Last Saturday night a News reporter heard about Marion. An appeal was made to the warden of Hart's Island, and Marion's daddy was brought to the hospital Sunday under guard. Marion held his hand and smiled, and told him she would be well soon. . . . Marion died Sunday night. When her story was published Sunday in The News, donors offered blood and money for blood transfusion. When Marion died, money kept coming in. An undertaker offered a free funeral. Little Marion will not lie in Potter's Field . . . and the other children in her family will be cared for. . . . Not such a hard town, this New York. . . . And any kind of a story in The News brings action!

THE NEWS

New York's Picture Newspaper
220 EAST 42nd STREET, NEW YORK CITY
Tribune Tower, Chicago · Kohl Bldg., San Francisco

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at night

THE buyer of advertising space who wants to learn more of the quickest, cheapest and surest way of influencing the foremost homes in Detroit will do well to investigate the exclusive position occupied by The Detroit Free Press.



THIS is the only morning newspaper in the Detroit area. Without duplication and without waste, this newspaper is read in practically every other home by the families who can and do buy now.

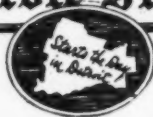
IN this newspaper the advertiser can reach each \$1,000,000 of potential buying power at less cost per line.



AND back of it all, lending a very definite stability to every line of advertising is the salutary effect of a newspaper that has given more than a century of service.

The Detroit Free Press

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have been fairly successful, indicates that the following material is generally included:

A brief company history, accompanied by an explanation of the origin and development of fundamental policies.

Brief biographies of the company's executives.

Vital information regarding the company's product or products.

Facts concerning important customers, important installations, remarks by satisfied customers, etc.

Common objections and the answers to them. (Perhaps the most valuable section.)

Information about the advertising policy and current advertising program.

A certain number of manuals include credit information.

A comprehensive index. (A decidedly important feature.)

How this works out in actual practice is typified by the table of contents page of a manual furnished by the Floor Division of the Armstrong Cork Company:

I. May We Introduce Ourselves?
What you want to know about the Armstrong Cork Company and its relation to your home.

II. Linoleum.
History—modern types—laying—care.

III. Modern Linoleum Manufacture.
A trip through the Armstrong Factory.

IV. Armstrong's Quaker Rugs and Floor Covering.
Armstrong quality in the felt-base market.

V. Your Friend, Mr. Retail Merchant.
How to help the man who makes the final sale increase his sales and yours.

VI. From the Factory to the Retailer's Floor.
Shipments, terms, discounts—and reasons why.

VII. Telling the World About Linoleum.
What Armstrong advertising has done and is doing to widen the linoleum and felt-base market.

VIII. Know Your Market.
How to use the Armstrong sales maps and figures to make your selling job easier.

4. Mistakes in technical construction:

The same principles that apply to any printed material issued by a

manufacturer apply to the sales manual. The dimensions, the type used, the illustrations, the paper, the cover, all deserve the same consideration that would be given to a brochure intended for distribution to customers. Failure to plan these features properly may not kill the usefulness of an otherwise meritorious manual—but careful attention to these details will enhance the value of any manual.

To secure readability and attractiveness for his manual, one sales executive turned the text over to his advertising department for that department to lay out. From his own knowledge of selling conditions, he recommended what he thought would be the proper size. The result was not only an exceedingly attractive book that is easy to read, but, because of its technical knowledge, the advertising department was able to pare down the cost.

The one technical feature that may be said to be a definitely settled practice is the loose-leaf idea. This has so many obvious advantages that any other plan of binding is hardly to be considered.

5. Failure to merchandise the manual:

Time and time again, sales manuals have been sent out to salesmen, perhaps preceded by a letter from the sales manager, and then nothing further done to assure constant use. Or, the manual may be introduced with a flourish at the sales convention, and then be permitted to struggle through a brief existence.

Question Salesmen on Manual

One company followed the distribution of its manual with a series of brief quizzes, mailed a month apart. The questions asked could be answered largely only if the sales manual was consulted. Another company has its branch managers use the manual as the basis for discussions at the regular weekly meetings.

The Timken Detroit Company held a series of lectures for the salesmen. At these lectures, the manual was read to the men verbatim without, however, their

knowing that it was being read to them. The men were enthusiastic about the material they received during these lectures and many of them suggested that it ought to be put into printed form. The sales manager slyly agreed to this and had the sales manual placed on each of the salesmen's desks. He then told them that the series of lectures to which they had listened with such rapt attention consisted of nothing other than the sales manual which had already been in their possession for some time.

Still another plan, based on the loose-leaf idea, is to send out additions, from time to time, which the salesman is expected to insert in his binder. The problem is actually to induce the salesmen to do the inserting. Also, it is entirely possible that the salesmen may simply take the manual out of its hiding place, insert the addition, and then replace the book in its hidden retreat.

A partial solution to both these problems is to have all manuals returned to the home office at stated intervals—annually, semi-annually or even more often if advisable—for checking. If any supplements are missing they are inserted and if the manual shows signs of having been permitted to accumulate dust, its owner is gently prodded.

Then there is also the plan of including in the manual an index of all the advertising literature that the salesmen distributes. This index is brought up to date from time to time. The salesmen who have frequent occasion to refer to this index are thereby compelled to consult their manuals—that is, if they actually insert the advertising index in their books. Including a periodically revised price list is an adaptation of the same idea.

An important feature of any plan is for the office executives, in its correspondence and personal talks with salesmen, to refer continually to the manual. The repetition of this thought that there really is worth-while material in the sales manual is bound, in time, to make an impression on the sales force.

Leroy Fairman with Hearn Agency

Leroy Fairman, for several years copy chief and secretary of the Charles C. Green Advertising Agency, Inc., New York, has joined The Alfred S. Hearn Company, Inc., advertising agency, also of that city, as an associate. He was at one time with Charles Austin Bates, Inc., and, later, with The Ethridge Company, Advertising and Selling, and the J. Walter Thompson Company, Inc.

H. J. Payne, Secretary, Associated Business Papers

Harold J. Payne has been appointed secretary of the Associated Business Papers, with headquarters at New York. This appointment follows the resignation of Frederick M. Feiker, managing director, to become director of the Bureau of Foreign and Domestic Commerce. Mr. Payne has been assistant managing director.

Shoe Account to Dunham, Younggreen, Lesan

The Walter Booth Shoe Company, Milwaukee, men's shoes, has appointed the office at that city of The Dunham, Younggreen, Lesan Company, advertising agency, to direct its advertising account. Magazines and direct mail will be used.

Lotus Account to Pedlar

The Louis C. Pedlar Corporation, New York advertising agency, has been appointed to direct the advertising account of the Sitroux Importing Company, Brooklyn, N. Y., Lotus sanitary napkins.

Advanced by Miami "Herald"

George V. Harper, formerly business manager of the Miami *Herald*, has been appointed assistant publisher. W. H. Blinn, until recently advertising manager of the Miami *Daily News*, succeeds Mr. Harper as business manager.

Bible Society Appoints Schwab & Beatty

The New York Bible Society, New York, has appointed Schwab & Beatty, Inc., advertising agency of that city, to direct its advertising account.

Varityper to Calkins & Holden

Varityper, Inc., manufacturer of type-writers with changeable type, has appointed Calkins & Holden, Inc., New York advertising agency, to direct its advertising account.

To Direct Leland Sales

Fred E. La Combe has been appointed sales manager of the Leland Chemical Company, Inc., Milwaukee. He was formerly with the Palmolive Company and later with the Lavo Company.

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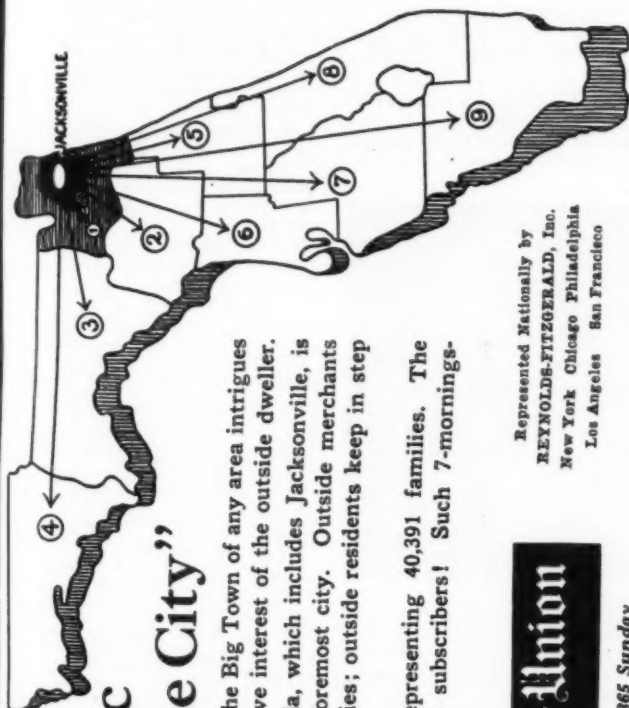
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No. 3 of a Series

Represented Nationally by
REYNOLDS-FITZGERALD, Inc.
New York Chicago Philadelphia
Los Angeles San Francisco

FIFTH MARKET OF THE NATION

There's a Magnetic Lure about "The City"

DISTANCE does lend enchantment. The Big Town of any area intrigues the imagination and arouses the active interest of the outside dweller.

So the major population area of Florida, which includes Jacksonville, is directly keyed to the tempo of Florida's foremost city. Outside merchants are guided by Jacksonville retailing activities; outside residents keep in step through "Florida's Foremost Newspaper."

In this area are ten town centers representing 40,391 families. The Florida Times-Union here records 35,295 subscribers! Such 7-mornings-a-week advertising contact *must* succeed.

The Florida Times-Union
JACKSONVILLE, FLA.

A. B. C. March 31, 1931 — 52,219 daily; 60,365 Sunday

Carl Kaufman, of Federal Agency, Dead

CARL KAUFMAN, treasurer of the Federal Advertising Agency, New York, had been in advertising work over thirty years when he died



on May 27. Mr. Kaufman, who was also a director of the Federal agency, was born in Washington, D. C., and was not yet fifteen years old when he began his advertising work, while still going to school, with the Capitol Baking Company, of which he soon became advertising manager.

When he was about seventeen, he joined the Kaufman agency, which his father and brothers had started. In 1908, when the Federal Advertising Agency was formed in New York, he was one of the founders and ever since then had engaged actively in the development of the accounts which he served with that agency.

Mr. Kaufman, through his advertising work, was identified with many companies in the tobacco, razor and clothing industries. Prominent among the advertising campaigns which he inspired were the advertising for Ricoro, Orlando and Flor de Muras cigars for the United Cigar Company; institutional advertising for the Schulte Cigar Stores; advertising for Her-

bert Tareyton, Barking Dog, Three Kings and Dunhill cigarettes; advertising for Gem and Ever-Ready razors and blades; advertising for Weber and Heilbronner and Parfumerie Melba.

Mr. Kaufman was a brother of Joseph Kaufman, president of the American Safety Razor Company, who died several years ago. He is survived by two brothers, Harry and Herbert.

At the time of his death Mr. Kaufman was forty-six years old.

Death of "R. J. K."

Robert Judson Kenworthy, for many years secretary of the Grand Lodge of New York, F. and A. M., died at Atlantic City on June 8. Some years ago he was prominent in advertising work as an associate of the late L. H. Crall, publishers' representative, continuing in business until he became so active in Masonic work that he retired to devote all of his time to it.

He was so well known in Masonry that, to reach him by mail, it was necessary only to address him "R. J. K., New York." Mr. Kenworthy was for two terms Grand Master of the Grand Lodge of New York and, this year, was re-elected secretary for the fourteenth consecutive term. He was seventy years of age.

I. N. Jelalian with Larchar-Horton

Ira N. Jelalian, formerly vice-president of Dorrance, Kenyon & Company, Boston advertising agency, has been made vice-president and manager of the Boston office of the Larchar-Horton Company, Providence, R. I., advertising agency. His headquarters will be in the Statler Building.

New Accounts to Barlow, Feeley & Richmond

The Hotaling Products, Inc., Syracuse rubber flooring, and the L. House & Sons Company, ginger ale, both of Syracuse, N. Y., and the Syracuse Chamber of Commerce, have appointed Barlow, Feeley & Richmond, Inc., advertising agency of that city, to direct their advertising accounts.

Des Moines Club Elects

Officers of the Des Moines, Iowa, Advertising Club have been elected as follows: Dan Frey, president, E. A. McClenahan, vice-president, and J. E. White, secretary-treasurer. Mr. Frey succeeds Frank T. Carroll. New members of the board of governors were chosen as follows: John Williamson, Paul D. Patterson, Jack Bilz and Anthony L. Sarccone.

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YOU CAN'T

get away from them

With 73,806 daily circulation in the 15 districts that have the highest income rating in New York City; and 46,411 in the 15 that have the next highest income rating, the daily American sells almost 50% of its city circulation in the most desirable income areas in the city. And besides that, remember the 50,000 additional that go to the suburbs.

All of this means that the men or women who buy the American are substantial citizens. They are so representative of New York that they *are* New York . . . regular people, like yourself, for example.

An American reader perhaps sat next to you last night at the "Third Little Show"—had a table beside yours at the Colony—or at Childs'. They are in the same charge ledgers as yourself in six or seven department stores. The car you bumped last week crossing Queensboro Bridge may have belonged to one of them. They deal at the same brokerage offices as you. Perhaps one was in that slow-putting foursome that held you up last Sunday.

You can't get away from them. You can't tell where they are. But you can tell this: That with more than 300,000 daily readers and more than 1,200,000 Sunday readers, the American reaches enough families to do a profitable selling job for *any* kind of a product that you think *New Yorkers* ought to buy.

New York American

Nationally Represented by PAUL BLOCK & ASSOCIATES

ROB BRICKLAYERS OF \$3,000 WAGES

Bandits Interrupt Lunch, Line
Up 40 in Christopher St.
Shanty and Take Pay

ONE SUSPECT IS CAPTURED

Forty bricklayers, eating their lunch during the noon hour in a small shanty at the foot of the building at 1 Christopher Street, were interrupted when six armed men walked casually into the room and suggested at the point of six guns, that they line up against the wall.

The men did so, allowing their dinners to get cold, while their pockets were rifled by two of the bandits while the others stood guard. After collecting forty little envelopes from the bricklayers, containing a total of \$3,000 received this morning as pay, the bandits bid them adieu and strolled off.

As soon as they got outside of the

custom for bandits to ply their trade among the upper classes. That where the big loot lay. No successful second story man bothered the working man because he was a notoriously poor prospect.

But customs change.

Now the up-and-coming yeggs have discovered that the pockets in overalls were made for something except chewing tobacco.

For example, forty bricklayers had just drawn their week's wages \$3,000—averaging \$75 each. Six bandits calmly and efficiently relieved them of it.

These bandits knew their market.

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This knowledge of the richness of the wage earner market is an open secret. Every wide awake manufacturer realizes that the white collar

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hered the But today the masses of wage earner families can. They have both the money and the desire to buy—they are major prospects for everything, inasmuch as wages are more than 50% greater than the cost of living.

e pocket 2,000,000 of these able and eager to buy families read True Story regularly and almost exclusively. They comprise one of the greatest buying markets for advertised merchandise in history.

o. Every month these 2,000,000 families pay one half million dollars over the newsstands for True Story, \$50,000 more than is paid for the six leading women's magazines combined. Certainly that's an indication of buying power.

s an open No wonder advertisers tell us that the phenomenal returns from True Story surpass anything in history.

It may look like just another "Wide Spot in the Road" to You



Shakopee, Minn., Scott County Seat,
the "hometown" shopping center for
its 7,522 farm residents.



but towns like
Shakopee are trading centers for
1,610,000 Farm People

A VISIT to Shakopee on shopping day would convince you of the importance of these small town trading centers as a market for your products. For 51.2 per cent of the population here lives on farms—1,610,000 people—and they trade in these small towns where merchants are dependent upon them for 65 per cent or more of their total volume of business. They sell for cash—poultry, eggs, cream, livestock—and buy for cash. One wholesale market supplies the territory. One advertising medium, **THE FARMER**, their home paper for almost fifty years, has a larger circulation (275,000) than any other publication of any kind in the territory.

THE FARMER
Farm Stock-Bone
Saint Paul, Minnesota

New York—Wallace C. Richardson, Inc., 250 Park Avenue
Chicago—Standard Farm Papers, Inc., Daily News Building

Member Standard



Farm Paper Unit

Why Pillsbury's Advertising Program Is Now Largest Ever

When Export Market Lags, Flour Manufacturer Fights All the Harder for Domestic Sales

By R. W. Clarke

AS the Pillsbury Flour Mills Company, of Minneapolis, approached its present fiscal year, which began on July 1, 1930, it concluded it would have to do something about a sizable loss which it had incurred in its export business.

The company had every reason to believe that its volume of sales outside the United States would be restored eventually to its former level. The profitable foreign outlet was by no means regarded as being permanently curtailed or crippled. But even a temporary loss looks bad to the Pillsbury management. This one looked so very bad that a strenuous effort was ordered to capture a larger portion of the domestic market.

Here is the way in which Charles S. Pillsbury, vice-president of the organization, described the development a couple of weeks ago:

"Our company has not escaped the effect of the loss of export trade. Foreseeing this loss, which affects about 15 per cent of our total volume of sales, we have increased our efforts in other directions with very good offsetting results. . . .

The statement of our business at this time warrants expectations of full maintenance of earning estimates formerly made. We expect our current year (which ends on June 30) to show net results approximately equal to last year, with a possibility that we may do a shade better."

Hidden in these words there is a merchandising story of unusual significance and of particular and peculiar interest to all advertisers in these days of reconstruction.

Going into the present fiscal year, the company authorized a larger advertising investment than it ever had made before in all its history. This was done in utter disregard for the principle, in

Let's peep into three million pantry windows

Something interesting is going on. Women who have often baked great cakes are using the cake mixers and baking better cakes. Look on their pantry shelves and you'll see the reason—a fine and golden package, an unusual one—cake flour. Pillsbury's Cake Flour did not appear in grocery stores until about ten years ago. In the short time it has been a part of the kitchen of nearly every home, it has made a name for itself. Pillsbury's Cake Flour is the only cake flour that has been made in America since 1858.

- It is made with the finest wheat flour, the softest, the whitest.
- It is made with the finest wheat flour, the softest, the whitest.
- It is made with the finest wheat flour, the softest, the whitest.

No matter how successful a cake baker you may be, you know Pillsbury's Cake Flour will surprise you. Try it with the same old-fashioned cake recipe you know. You know it's better. Then try it with Pillsbury's cake flour. You'll find it's better. No matter how good a cake you bake, use this better cake flour and you'll get a better result. More good news—now have Pillsbury's Cake Flour. If your grocer hasn't got it, write us. We'll send you a sample. You can't see it, but it's there. Write Pillsbury's Cake Flour.

Pillsbury's Cake Flour is made in Minneapolis, Minnesota.



Pillsbury's Cake Flour

Pillsbury Has Great Faith in the Cumulative Benefit from Continuous Advertising

which so many timid merchandisers are taking refuge these days, to the effect that an advertising outlay for any one year should be held down rigidly to a certain definite percentage of the amount of business that is expected to be gained that year. Pillsbury was under no illusions as to the



probability that the larger advertising cost would increase sales overhead by perhaps a considerable percentage.

But here was a time of critical need. It was no time to count pennies and carefully to analyze the possible size of the net profit that the extended effort might be expected to bring. Even though the business produced by the extra advertising might be so costly that the usual percentage of net profit could not be gained, the company was fully prepared and altogether willing to go ahead under full steam anyway. The additional business so zealously sought to take up all or a part of the slack in the foreign trade would be at least potentially profitable; it could be consolidated, nurtured and possibly increased still further.

In thus lashing out with an unprecedentedly large advertising program, the company was proceeding in full recognition of a merchandising fundamental that seems to be strangely overlooked these days when more volume is so sadly needed. This is that it sometimes costs more to get a new customer than to sell to present customers. A new customer, too, may represent more eventual and potential profit to an organization than an old customer. A baking powder manufacturer once told the writer that it costs his company fully \$1 to sell a 25-cent can of baking powder to a woman for the first time. But he did not begrudge the cost of the first sale; subsequent sales would bring the company's profit on the individual selling investment, and there had to be a first sale or there could be no subsequent order.

So it has proved in this present instance. Pillsbury was frankly and emphatically out for new domestic customers; it wanted them to take the place of foreign customers for the time being. To get them—to start them in to buying Pillsbury merchandise—it had to pay a larger price than perhaps would be necessary in the cultivation of a steady market in normal times. Hence it regarded this larger advertising outlay as economically justified, notwithstand-

ing the fact that the policy involved somewhat of a departure from the strictly applied laws of statistics.

Is there, or is there not, a thought here for those advertisers who insist always upon rigidly holding down their outlay to a strict percentage of projected returns? Is the value of the possible new customer given enough consideration in advertising programs as they are now planned and administered?

Using Same Media

Another significant feature of the enlarged Pillsbury program is the fact that the increased appropriation is being spent this year in substantially the same media that contained the smaller effort last year. The only worth-while exception is in the addition of twenty-four sheet posters in some of the domestic marketing centers. This, it is hardly necessary to add, was not due to any sentimental considerations. Pillsbury has great faith in the cumulative benefit that comes from continuity in advertising effort. If it should take a vacation from this sort of thing, or if it should cut down its program materially, it believes that a considerable part of the good effects gained by previous advertising effort would be neutralized.

And it applies precisely the same line of reasoning to media. If it has been in a certain publication over a period of months or years it has thereby built up an advertising asset which it cannot transfer unimpaired to another publication. The asset is of course the company's own property. But it is not a tangible substance, such as a sack of flour, which can be worth just as much money in one store as in another.

Backing up the extended advertising program, the company increased its activities on the work end. Sales quotas were materially raised; each salesman, regardless of how well he had been doing, was given to understand that something of a crisis had developed and that he was expected to do a bigger and better job. In general, business was gone after

Use a salesman who *can* reach the men who buy—today

Today successful selling follows a new route. The actual heads of business have recaptured the purchasing power. Today THEY are doing the buying. These men must be sold before your salesmen can get orders.

But ordinary salesmen cannot see the leaders of business. Their doors are locked. They are working overtime on ways to sell their own products. Yet you must reach these business heads if you are going to sell.

To lick this problem use the power of The Business Week. It can and does see the country's leading business executives . . . 75,000 of them every week . . . when they are intent on business.

Put your sales story before these business leaders. Talk directly to the men who can and will buy. That The Business Week reaches the men who must be sold . . . and gets results . . . is indicated by the steady climb in The Business Week's advertising lineage.

THE BUSINESS WEEK

10th Avenue and 36th Street, New York City

with the greatest degree of aggressiveness of which the organization as a whole was capable.

What are the results of all this up to date? As might be expected from a company whose sense of modesty is overgrown, no precise statement in the way of dollars and cents is available at this time—although, of course, it will come out later when the officers make an accounting of their stewardship to the stockholders. It will be noted though that Mr. Pillsbury expects "our current year to show net results approximately equal to last year," which means that the loss in export business has just about been made up through increase in the domestic outlet. PRINTERS' INK is informed that "the condition of the company at present is quite satisfactory despite the fact that the last year has been a most difficult one from the standpoint of export as well as domestic trade conditions."

The whole proposition works itself down to this thought: Shall the extent of an advertising program always be determined strictly

upon the volume of business and size of profits that may be reasonably anticipated? When there is a crying need for new customers to take the place of some who have suddenly dropped out of the picture, doesn't it pay to increase the outlay to any reasonable extent that will produce the additional new business, even though the cost of getting it cuts down the profits somewhat?

The current experiences of the Pillsbury company would seem to justify answering no to the first question and yes to the second. Here is a place where advertising costs money. There is no room for any academic argument as to whether the cost of the added effort is absorbed by the increased volume and whether the advertising thus pays for itself. But it seems to be money well spent.

From all this it would not be a very difficult job to build up a water-tight case showing conclusively the benefits that can come from putting on a considerably extended advertising effort in time of need.

What Groucho Says

Oh, That's the Way of It, Is It?

I AM about to give you, son, a valuable contribution to the subject of business recovery. Carroll, one of my bosses, client I mean, blew in yesterday. He's a humorous statistician, claims he has more worthless collections than any man on earth.

For instance, he has 620 worthless stock certificates of companies now buried. Sez some of 'em look so valuable yet that he wants to sell 'em. Mines, piano companies, banks, department stores, oil wells, motor factories, etc., are among 'em. He's got a peach of a lot of Indian cigar signs and probably the finest collection of ginger ale labels ever assembled under one roof.

Told me how he had gathered, listed, and cataloged 2,354 basic reasons for the recent stock panic and 2,230 infallible cures which could be applied at once. Got these out of newspaper reports, over the

air and in shoe-shine parlors. Whose cures were they? Oh, they run all the way from kings and presidents down. Some of the best ones come from office boys.

I asked Carroll what was his digest of it all. "Quite simple," sez he. "Over-production, prohibition, sex, short-selling, over-selling, under-selling, lack of selling, installment selling, chain stores, bootleg booze, fear, over-confidence and 2,342 other reasons.

"As for the spot cures—faith in America's future, the conscience of the noble American Business Man, using more gasoline, kindness to dumb animals, higher price for shoe-shines, cultivation of international amity, cancellation of all national debts, communism, good old-fashioned piety, frankness in sex matters, more and better women's clubs, unlimited advertising, higher rates, lower rates, only spot cash

SECOND IN AMERICA— IN RETAIL GROCERY LINAGE

The Pittsburgh Daily Sun- Telegraph Shows 210% Increase Over 1929!

The Sun-Telegraph stands second of all daily papers in America—and, *naturally*, first in Pittsburgh—in retail grocer's linage for the first four months of 1931. The only paper to show greater linage is the Washington Star. The increase of The Sun-Telegraph over the corresponding period of 1929 is unparalleled. From 107,039 lines in 1929, The Sun-Telegraph has jumped to 332,443 lines in 1931.

Food manufacturers will do well to follow the example of local grocers in appealing to this wealthy, concentrated market through The Sun-Telegraph—Pittsburgh's Most Progressive Paper.

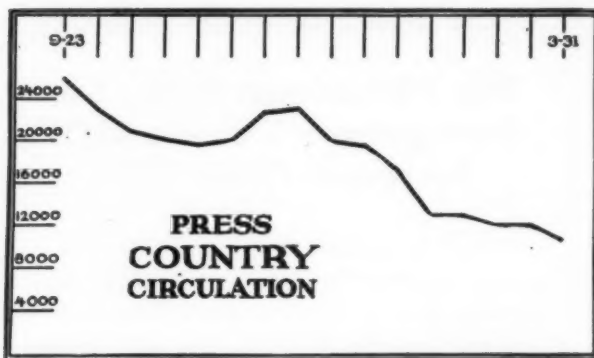
Figures by Media Records.

Times Have Changed in Pittsburgh

THE SUN-TELEGRAPH

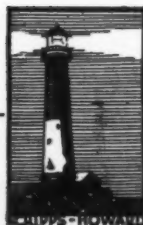
NATIONALLY REPRESENTED BY
PAUL BLOCK AND ASSOCIATES

Less Waste-10



This chart shows the decrease in Press' country circulation, according to A. B. C. statements, for each year since September, 1923. Here are the figures :

1923	26,633
1924	21,434
1925	19,935
1926	23,083
1927	20,925
1928	17,420
1929	13,359
1930	12,838
1931	11,533



MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of MEDIA RECORDS, INC.

Thele

SCRIP

IONAL
SPAPER
CAGO .
ROIT .

Before Profit Opportunities

*Cleveland Press has lost
COUNTRY circulation consistently*

The elimination of waste circulation is a fundamental operating principle of all Scripps-Howard newspapers. The Press is proud to report that its country circulation is continuing to *decrease*, that its TRUE Cleveland Market circulation is continuing to *increase*, that it now offers advertisers an even more densely concentrated, productive, profitable circulation than ever before!

94.6% of Press circulation is now concentrated in the TRUE Cleveland Market. Advertisers may buy in this newspaper a saturating coverage of nine of every ten English-reading Cleveland homes, a circulation of proven resultfulness, an absolute minimum of wasted advertising dollars.

The Cleveland Press

SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD
NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS
ST. LOUIS • PHILADELPHIA • BUFFALO • ATLANTA

sales, more elastic credits, baseball, vitamins, more graphs, better graphs, churches, and enough more to make up 2,230."

Some variation of "Have faith in America," seems to lead by long odds, though there's a sprinkling of the idea that there ain't no cure and quite a substantial following for the thought that it will take a long time, perhaps many years, to get back where we were. None of them questioned the thought that mebbe we don't want to get back where we were. The word "normal" seemed to mean 1,829 different things, and the word "normalcy" about fifty-six still different things.

Simms, our solemn statistician, heard about it and asked Carroll, "What do you think is a fair digest of it all?"

Carroll replied: "Reading between the lines, I'd say that if Russia doesn't annex South America, and if Jimmy Walker wins again, we ought to get slam back to normalcy within six months or ten years at the most."

Said Simms: "It is too bad such an exhaustive survey can't be more accurate. Probably the unknown factor of popular psychology affects the matter too much."

And we let it go at that.

GROUCHO.

To Advertise Cigarette

Novelty

S. Norton, Philadelphia, manufacturer of metal specialties, has appointed Roland G. E. Ullman, advertising agency of that city, to direct the advertising of a new one-hand cigarette dispenser for automobile, home and office. Direct-mail and magazine advertising will be used.

To Represent "Japan Advertiser"

Joshua B. Powers, Inc., publishers' representative, New York, has taken over the representation of the *Japan Advertiser*, following the closing of the Trans-Pacific Advertising and Service Bureau, Inc.

Has Insecticide Account

The Allaire-Woodward Company, Peoria, Ill., manufacturer of El Vampire, an insecticide, has placed its advertising account with Brinckerhoff, Inc., Chicago advertising agency. Farm papers, business publications and newspapers will be used.

Candy Makers Plan Fall Advertising

Newspaper and radio advertising will be used as a part of the educational program of the National Confectioners Association, the budget for which this year is approximately \$100,000. While plans have not yet been completed, campaigns for both of these mediums are contemplated for this fall. The radio campaign is scheduled to begin October 5 over a national hook-up of thirty stations. Educational messages emphasizing candy's value as an energy builder and entertainment will be combined in fifteen-minute programs once a week for thirteen weeks.

The main objective of the association's advertising this year is to let retailers and other factors in the industry know that manufacturers are trying to do a real selling job for candy, it was announced at the annual convention last week.

The Dunham, Younggreen, Lesaa Company, Chicago, will direct this campaign.

Death of Charles W. Corbett

Charles W. Corbett, long engaged in the business of advertising, died at Boston last week. He was advertising manager of *The Housewife* for several years and, later, became associated with the late Walter Manning as Eastern advertising manager of *Women's World*.

On September 1, 1922, Mr. Corbett formed a partnership with Charles Dorr of Boston to represent magazines in the New England territory. About a year ago the firm was changed to Dorr, Corbett & Dutch, Mr. Corbett going to New York to become advertising director of *Needlecraft Magazine*.

Mr. Corbett was a first vice-president of the Boston Advertising Club, and first governor of the Lantern Club, an organization of publishers' representatives in Boston. He was fifty-six years of age.

Death of R. T. Shultz

Ralph Taylor Shultz, art director of Fuller & Smith & Ross, Inc., advertising agency, died recently at Leonia, N. J. At one time he was art director of Street & Finney, Inc., New York advertising agency, later joining the Blackman-Ross Company in a similar capacity. When F. J. Ross established his own agency Mr. Shultz became art director of the new firm and continued in that position when the company became Fuller & Smith & Ross, Inc.

When in Doubt, Use "Ms."

BOTT ADVERTISING AGENCY
LITTLE ROCK, ARK., JUNE 4, 1931.
Editor of PRINTERS' INK:

In your April 30 issue there was publication of a letter by Ralph B. Miller as to the proper title for married or unmarried women.

When we are in doubt we address her as "Ms." otherwise a straight "Miss" or "Mrs."

LEO P. BOTT, JR.

7, 1937

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MODERN PHOTOGRAPHY IN ADVERTISING NO. 1



produced by courtesy of Eastman Kodak Company, Agency: J. Walter Thompson Company.

EDWARD J. STEICHEN

A good many years ago when Edward J. Steichen was experimenting with the camera as an art medium, he photographed a single cup and saucer exactly one thousand times in order to master every possible variation of light and shadow. That incident reveals the long arduous road that Steichen has traversed to become one of the leaders of the modern photographic movement—now such a force in advertising.

This is the first of a series of inserts illustrating the world things of eminent modern photographers in advertising. Let Steichen understand tell what the new movement in photography is all about in his own words:

"When the more skilled photographers who directed the searching objectivity of their cameras were also possessed of good taste and a sensitive understanding, the resulting photographs began to open up new directions and new fields. Photographs



produced by courtesy of the Ladies' Home Journal. Agency: J. Walter Thompson Company.

Photography thus brought fresh points of view into the realm of today, of commercial art. The flat horizontal plane from which the painter collaborated regarded his models in the studio was changed. The camera intelligently looked at the pageant of modern activity from all angles and under all conditions of light. It reflected the perpendiculars. The trajectory of the elevator as well as the horizontal one of the train. The camera changed standardized points of view. Age and diff-

" P A P E R I S T H E E

Reproduced by courtesy of the Ladies' Home Journal. Agency: J. Walter Thompson Company

E E OF THE JOB "

To transfer this "meticulous detail," this "biting precision" without diffusion or blurring to the printed page, rotogravure has become the accepted medium. And because International Paper Company's complete line of gravure papers are scientifically adapted to meet the most exacting requirements of gravure printing, they are becoming the accepted paper for "the base of the job."



Courtesy Andrew Jergens Company. Agency: J. Walter Thompson Company.

"PAPER IS THE BASE OF THE JOB"

**INTERNATIONAL PAPER CO.
220 EAST 42nd ST., NEW YORK**

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The Great Prune Flood of 1901

A Co-operative Marketing and Advertising Story of Thirty Years Ago, with a Modern Moral

By H. E. Lesan

President, H. E. Lesan Advertising Agency, Inc.

THESE days when I hear all about me so much talk regarding farm and orchard surpluses, as if they and their attendant problems of attempted price stabilization and increased consumption were new in American farm and orchard economics, I am reminded of the story, which probably all of us remember, concerning the man who was drowned in the Dayton flood and went to heaven. He wandered about the pearly streets, gathering knots of people together and regaling them with stories of the flood of the Miami river which created such havoc in and about Dayton in 1913.

These rehearsals of the Dayton episode continued for several days, and the ego of the Ohio man kept growing larger and larger. One day a white whiskered old man from a remote province of heaven, temporarily visiting the capital, noted one of these street crowds and elbowing his way in listened but a moment to the Ohioan's story, shot him and his gaping listeners one look of contempt and with a grunt of deprecation elbowed his way out of the crowd and walked away.

Taken aback, the Ohio man asked who his visitor was, and a knowing one, replied, "That was Noah."

We had an immense carry-over of wheat from previous years in the United States as of June 1, but the wheat is dammed up in elevators and keeps pretty free from deterioration. We have "visible supplies" and estimated crops of other farm and orchard products to record

which nearly exhaust the cipher font, and which depress prices and raise psychological Cain even though they are dammed in the granaries or are unpicked in the fields and groves or are only potential expectations for the coming crop season.

In a few cases, such as California grapes, two or three years ago, or such as occur frequently in other fruits and vegetables, the dams have given way in the past and a demoralizingly flooded market has resulted, but if you hear any raconteur of these floods of the past thirty years rebuked by a mysterious stranger in a Noah character, I'll tell you who he is and all about him.

He is the California Cured Fruit Association, the Noah of 1901, survivor of the greatest farm product flood of history, at which time unnumbered millions of pounds of prunes, dammed up in

Delight founded on the California Prune

The "versatility" of the California Prune is limitless—its deliciousness never-failing. Prune dishes fit for a king are made for breakfast, luncheon, dinner or supper. As substantial diet, dessert or confection, California Prune dishes are unsurpassed, all easily prepared.

The only prune carefully grown, packed and inspected is the brand of Cured Fruit on the box as the one with the California Association shown below.



This Is How the California Prune Was Glorified in Newspaper Advertising Thirty Years Ago

California warehouses by a misguided effort at price "stabilization," were released by a simultaneous forty-day and forty-night price cut and advertising campaign and flowed over the pruneless country like a tidal wave with this great difference: The prune flood was a beneficial flood and not a destructive one.

Then, as now, California was the largest single contributor to the world's supply of prunes or dried plums, which last without fatal deterioration one season, but no longer.

Most of the California prunes were raised then, as now, in the Santa Clara Valley, the capital of which is San Jose.

The year 1900 was a record one for prunes in California and the Pacific Northwest. As I remember it, California produced about 174,000,000 pounds and the Northwest 10,000,000 pounds. The European crop was short. The prune growers of that day made the mistake of some other growers in this day, and of the cotton growers of the South in Civil War days. They considered prunes a staple, a necessity. "The Prune is King," they argued. "The people must have them! And they will pay the price demanded!"

So the Cured Fruit Association of California, a farm co-operative under the law, controlling a big majority of the California prunes, thought it reached a gentlemen's price agreement with the Oregon growers, hiked the price and started in to "clean up."

The market bucked. Then, as they would now, the independent packers, the jobbers and the retailers declared that the association prunes were not necessary to their happiness. They restricted prune consumption as much as possible and for that restricted demand they chiseled in with the Oregon growers and the California grow-

It needs a night in water

The California Prune

The prune grows in California, cared in the California way, and packed in the California way, should be cooked in the California way. In California they are given a night in a tub of water and then served. That's the reason you hear many people say, "Prunes taste so differently and are such a favorite fruit in California." Try the California way with the California prune, and you can get the California result everywhere. There is only one prune on the market carefully grown, packed and inspected. The proof that you are getting this prune is the brand of the California Cured Prune Association, as displayed above, which is now placed on all of the prunes. It makes no difference what the name of the prunes is, if it is on a box on which you find this brand it is safe. Just if you do not try by this time, be sure that you get from a box on which you can find this brand.

Try this recipe for Spiced Prunes, which was served gratis in California Fruit Prune Cooking Contest a few years ago:

"Wash and cook over night a pile of prunes in water enough to cover each. Allow until the water is salt. Then pour off the water and add a quart of good cider vinegar. Use sugar, cloves and cinnamon to suit the taste."

Be sure and send the back containing 1000 labels for advertising material to every store, which will also be sent to you. Send to the California Fruit Prune Association, 1000 California Street, San Francisco, Calif. Send your name and address to the California Fruit Prune Association, 1000 California Street, San Francisco, Calif.

Nearly a Year's Supply of Prunes Was Sold in Forty Days as a Result of the Association Advertising

ers outside the association, and perhaps with some which were in the association, or went abroad and bought prunes where they could get them lower than the price fixed by the California Cured Fruit Association.

In the spring of 1901, with a glory of blossom in the Santa Clara Valley foretelling a new crop of cured prunes distinctly on the way, and competitive fresh fruits coming into all the markets, the association held in its warehouses already on hand, nearly a normal year's supply of prunes for the whole United States—tens of millions of pounds of them.

The association dispatched its president to Europe to try to sell coals to Newcastle.

Upon the recommendation of the sometimes criticized but usually public-sighted and business-minded Southern Pacific Railway, an advertising man was called in and I journeyed from St. Louis to San Jose. I was told:

(1) That while it was too late to trade-mark and package prunes for the immediate market, as suggested, such a plan for the future was agreeable and the present supply was shipped and displayed in large trade-marked cartons clearly identifying the product.

(2) That the Washington-Ore-



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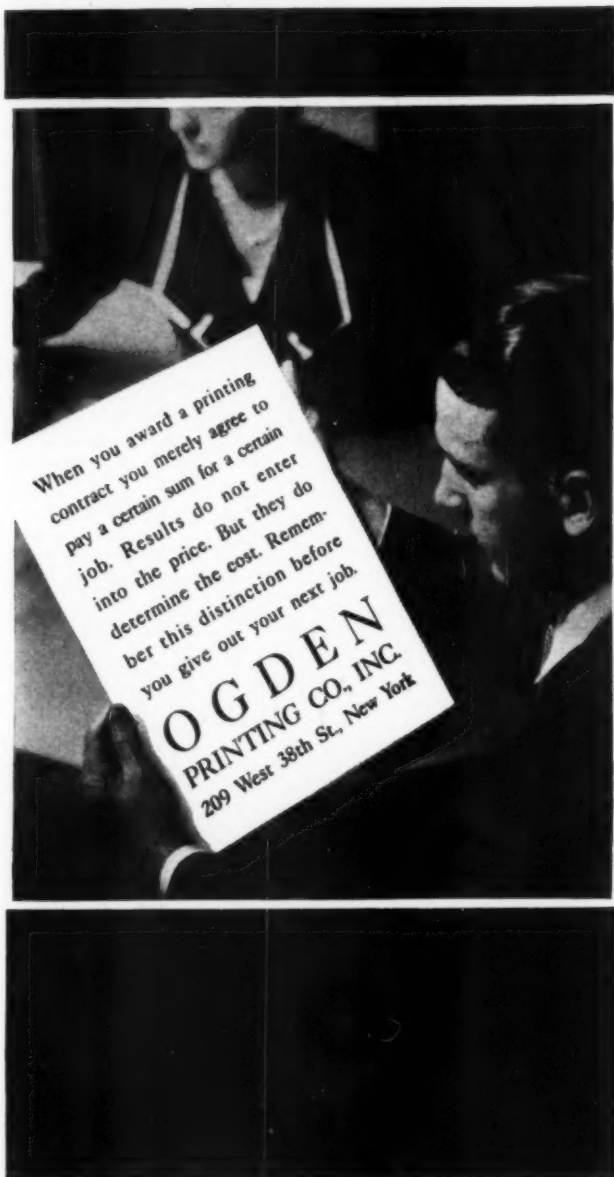
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gon growers and independent California growers had sold their entire crop and had no prunes left.

(3) That due to these conditions and no visible foreign prune supply, any immediate demand created by advertising could only be met by the sale of California prunes from the association supply.

So we started a thousand-dollar a day newspaper advertising campaign, nation-wide in scope. For ten days no sales came—to us. We afterward learned that the association had been wrongly informed about the lack of prunes in Oregon and Washington and in the hands of independents in California, and that in the first ten days of our campaign these competitors cut the price of prunes still further below the association price and rode into the market on our advertising. Though the Northwestern prune is different in taste and the difference is definite to the knowing, prunes were prunes to a pruneless market.

At the end of ten days, however, the association made a deep cut in its own price, and then the dam burst and the torrent of prunes poured forth. From Maine to Denver, the newspapers carried big, beautifully illustrated advertisements glorifying the California table prune as an indispensable article of diet and health and a mark of social standing.

Not only back to the boarding-house menus, but into the homes of the elect, in hotels and grocery stores, on railroad freight trains and even by express, in cities and on farms, flowed the flood tides of this succulent California fruit. Nearly a year's supply was sold in forty days and the prune gained a new standing in the nation, which it has never since lost.

The president of the co-operative returned home from Europe, empty handed of sales. He was a lawyer, an ex-Congressman, politically minded and couldn't see advertising at all. In his opinion, the growers had been misled from their stand-pat position on price, which, if it had but been persisted in a while longer, would have brought the prune-bereft public in tears to the association's sales

counter. But instead the association directors had betrayed the growers into the hands of selfish advertising adventurers.

On the stump he went, haranguing the growers along these lines. A wave of grower criticism stopped the advertising at the end of forty days. Some growers made complaint to the court and asked for dissolution of the association, which was finally effected, carrying with it for fifteen years the project of packaged prunes with standard grade and pack, trade-marked and merchandised in the modern manner.

Oh, you advertising men who criticize and misunderstand and ridicule the Federal Farm Board and Mr. Hoover on their farm policies, have a heart. More than that, have a mind. For now, even as thirty years ago, farm surpluses constitute an economic hardening of the arteries for Uncle Sam which can be cured only by the treatment being administered by the Federal Farm Board, which is to encourage cut acreage and to encourage the forming of farm co-operatives to advertise and sell their surpluses so far as possible as branded specialties instead of staples to be used as roulette wheels by the trade speculators.

The patient is a hard one to handle. The onlookers at the clinic are captious. But the patient is the most important patient in the economic world today and if the treatment is not successful, old Doc Farm Bloc will come along, take the patient away from the moderates and administer the debenture treatment or the equalization cure, for what that may mean to all business, including advertising.

Advance-Rumely Merges with Allis-Chalmers

The Advance-Rumely Corporation, La Porte, Ind., farming machinery, has been acquired by the Allis-Chalmers Manufacturing Company, Milwaukee.

F. L. Parsloe Leaves Bohack

F. L. Parsloe has resigned as comptroller of the H. C. Bohack Company, Inc., Brooklyn, N. Y.

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Agency man "calls"

THE BULLETIN

In Philadelphia, Pa.—not Missouri—"nearly everybody reads The Bulletin." Hence, few people dispute The Bulletin's knowledge of the Quaker City market, but when The Bulletin sets itself up as a market authority on Kansas, and other points west, and tells the advertising world through the Satevepost that "you can't sell to the prairies at a profit," The Bulletin is just trying to cover too much territory.

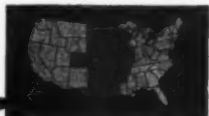
That Bulletin market expert and others who think you can only sell goods profitably in the crowded cities should heed the comments of Leonard Painter, of the Ferry-Hanly Advertising Company, Kansas City.

"Can't sell to the prairies at a profit?" comes back Mr. Painter, in challenging the Bulletin ad, "We have

seen a 'handful of people per acre' in far better circumstances to spend than office floors full of hard pressed stenographers and clerks.

"While your breadlines were forming and your industries curtailing employment and wages to the bare minimum, the small towns and farmers of 'the prairies' were not suffering; and, indeed, were prosperous enough to warrant the hundreds of country automobile dealers in buying \$500,000 worth of motor cars in Kansas City at the February Automobile Show. While many a manufacturer is losing or just breaking even on city sales, that same manufacturer is making his profits right at this time on rural community sales.

"You really ought to come out and get acquainted. These prairies aren't so tragically uninhabited or so lacking in buying power or so pitifully poor."



Capper's Farmer

ARTHUR CAPPER, *Publisher*

Topeka, Kansas

CIRCULATION 957,063



WILLIAM T. WATERS
Account Representative
New York



ALEXANDER D. CHIQUOINE
Vice-President
and Account Representative
New York



DANA PARKER
Radio Department
New York



DOROTHY BERRY
Account Representative
New York

This Georgia manufacturer is ready for us, now

HE STARTED in a small way, with a good product, and he has built a solid, successful, fine business. But one man can do so much and no more. His business is just about to outgrow his one-man management.

This Georgia manufacturer has plenty of sense. There's as little chance that he will let his business run out of control as there is that he will let it choke to death. He is quite certain to make it grow more—for he has caught a glimpse of national markets and

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GEORGE F. McANDREW
Art Director
New York



STALHAM L. WILLIAMS
Writer
Chicago



PAUL J. SENFT
Office Manager
New York



MATTHEW N. HUFNAGEL
Assistant Account Representative
New York

he wants them. And one of the first things he's sure to do, in building an organization for going after the big markets, is to call in a national advertising agency that sees eye to eye with him. So he's ready for us, now.

He does not need to enclose a stamped and self-addressed envelope when he invites us to come in and hang up our hat. We're ready for him, too.

Batten, Barton, Durstine & Osborn

INCORPORATED
ADVERTISING

383 Madison Avenue, New York

CHICAGO: McCormick Building • BOSTON: 10 State Street • BUFFALO: Rand Building
PITTSBURGH: Grant Building • MINNEAPOLIS: Northwestern Bank Building

MEN SPEND OVER \$150,000 A MONTH FOR OUR MAGAZINE



Comparison of total News Stand Revenue per issue

Among leading magazines used to sell the man-market, True Detective Mysteries stands third in the amount of money actually spent at the news stands for each issue. An enviable position to be held by such a comparative newcomer. It indicates True Detective Mysteries as a publication enjoying unusual reader-interest in a large, free-spending market.

The intensity of this reader-interest is proved by the trebling of True

Detective Mysteries' circulation in a twenty-four-month period. Current rates are based on a 500,000 circulation guarantee. Recent months have given our advertisers circulation bonuses of more than 200,000—equivalent to getting an extra magazine on your schedule without paying for it. Aren't these substantial proofs that True Detective Mysteries deserves consideration for your schedule? Write for our reader survey. 2716 Graybar Building, New York City.

99.6% NEWS STAND SALE

TRUE DETECTIVE MYSTERIES

MEN BUY 8 OUT OF EVERY 10 COPIES

Letters That Helped Engineers to Become Salesmen

This Company Hired a Group of Young Engineers Inexperienced in the Art of Selling—Then It Set Out to Train Them

VII

WHEN the Neilan Company, Ltd., decided to employ engineers, rather than salesmen, to sell its regulation and control equipment, the problem of inducting these engineers into the mysteries of selling promptly became of paramount importance.

Part of the training was carried on by mail. The advice contained in some of these letters and bulletins is of practical use not only to salesmen in the industrial field, but to those in the general field as well. We are therefore publishing, in consecutive issues, seven letters that helped these engineers find the road to sales success. The seventh and last letter follows:

NEILAN Co., LTD.
Los Angeles, Calif.

DEAR FOLEY:

It has been truthfully said that "more sales have been lost by talking too much than by talking too little."

This is particularly true with the class of prospects to whom we sell our equipment. Almost without exception they are technically minded engineers. Men who are trained to work with known facts and figures and to shun guesses and hooey.

You must state the facts about Neilan equipment to these fellows, Foley, and what is more you must not talk too much. Any engineer with a few years' experience has developed certain ideas and you must flatter him to the extent of getting him to tell you about these notions. But you must keep the conversation about control problems or plant processes closely allied with this subject.

Last summer, Mrs. N. and I went into a salesroom to buy an automobile. The salesman seemed to know his product and at his suggestion we drove the car around

for a demonstration. It appeared to meet our requirements and we returned and were ushered into one of the "closing incubators" for the finishing touches and the old dotted line act.

We told the salesman everything hinged upon what he would allow us on our old car on a trade-in. He crudely ignored this question and launched into a lengthy narration of things that had happened to him with different cars under all sorts of conditions. Now mind you we had already made up our minds to buy the car if the trade-in was right. As time dragged on, the wife looked at me and I drooped in return. Like the brook, he still babbled on!

Finally thoroughly disgusted we escaped without ever finding out what we were to be allowed. That chap lost a sale by talking too much, for we bought another make of car.

You've met many of this type of salesman. Heed their warning! Don't talk too much! Tell your story in logical order and in simple language that the prospect can easily understand. Don't force him to agree because he doesn't get what you are telling him and doesn't want you to know it.

There isn't much difference, Foley, between a star salesman and a mediocre one. But one of these differences is knowing when you have said enough. Maybe you don't commit this offense but it is only by self-analysis that we are able to develop. Watch tomorrow's calls and see if you are thoughtlessly saying more than is desirable.

Here are a few rules that will cut out much waste tongue motion:

1. Analyze your prospect's needs before you begin your sales talk.
2. Don't do all the talking yourself.

3. Never interfere when the prospect makes an objection.

4. When he makes an objection always restate the objection so that you both clearly understand it.

5. Inquire his reason for the objection.

6. Never argue with a prospect.

7. Plan your sales talk so that it leads to a climax and action.

An example of this last rule to bring the interview to a successful

close is ask the prospect if he wants stainless steel or cast iron trim. Thus you do not ask him to buy but make it easy for him to do so.

And now, Foley, lest we violate our own advice and talk too much we will sign off for this week.

Sincerely yours,

NEILAN CO., LTD.,

T. J. NEILAN,

President.

Another Way to Make Phantom Photographs

REMEMBER those phantom fingers, as used by Pompeian, which were described in PRINTERS' INK's issue of January 1, 1931, on page 10? Those pictures were made by the double exposure method, which was just the right method for the results desired. But there are other ways to make phantom photographs—and the accompanying illustration is an example of what can be done by one of these other methods.

This picture was made for P. & F. Corbin and appeared in one of that company's business-paper advertisements. The company was desirous of featuring its catalog of "Colonial and Early English Hardware." But it wanted to show something more than the cover; it wanted to open up the pages of the book.

Ordinary practice would have dictated an everyday shot of the book lying open on a table. But Corbin's advertising agency wasn't satisfied with such a commonplace picture. Double exposure suggested itself, but even this, so it was thought, was not just the right technique. A solution to the problem was finally found and this is the way the photographer made the



illustration for the advertisement.

He took three separate photographs on three negatives. One was of the cover of the book and the other two of the opened book, showing the top and bottom respectively. These three negatives were placed on top of each other, and twisted and turned until just the right composition was arrived at. They were held in this position and a print was made of all three negatives at once. A minimum of retouching was necessary and the final result was as shown above.

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... **A**merica's present automobile market is largely a **replacement** market ...

Here's how California splits the second largest numerical and the highest per capita automobile ownership in the United States. 1930 registration show 1,941,969 passenger automobiles in the fifty-eight counties of the state. Of these, the Los Angeles shopping area, comprising Los Angeles county and five neighboring counties, have 973,509 autos, or over half the state's total—manifestly one of the largest automobile replacement markets in the United States.

The Los Angeles market analyzed by itself shows that of its 973,509 automobiles, 372,313 are owned in the city of Los Angeles and 601,196 in the surrounding trade area. It is plain therefore that Los Angeles' suburbs, neighboring cities and densely populated fruit growing districts offer approximately twice as big a replacement

outlet as the city proper, and that a Los Angeles newspaper in order to render an adequate advertising service must be a "market" newspaper rather than a "city" newspaper.

That is why the trend of automotive advertising is to the great market-wide morning newspaper—the Los Angeles Times, and why The Times during April carried more automobile display advertising than both other morning, or all three evening newspapers, combined.

Over 40% of Times' circulation is concentrated in Los Angeles' prosperous surrounding buying area, and this circulation exceeds that of every other Los Angeles newspaper. Not only that, but outside as well as inside of Los Angeles The Times is delivered straight to the home. With 96% of its circulation delivered by carrier, it is read over the breakfast coffee everywhere from the downtown apartment house to the ranch home forty miles distant.

Los Angeles Times

Eastern Representative: Williams, Lawrence & Cresmer Co., 360 N. Michigan Blvd., Chicago. 285 Madison Ave., New York. Pacific Coast Representative: R. J. Bidwell Company, 742 Market St., San Francisco. White Henry Stuart Bldg., Seattle.

Who Shall Pay the Community Advertising Bill?

Municipal Appropriation Seems to Be the Most Popular Method

By Martin Keet

Advertising and Promotion Director, Wilkes-Barre, Pa., Chamber of Commerce

APPROACHING the subject of community advertising is much like motoring down a broad boulevard toward that ideal city described in the over zealous Chamber of Commerce booklet. The ride is replete with delightful suggestions of all the aesthetic and economic superlatives about which a wide world may be waiting eagerly to be told. But, like most modern journeys of the kind, sooner or later, there will be encountered that inevitable traffic policeman, Adequate Financing.

It is not the intention here to risk a bawling out from the cop on the corner by arguing the relative merits of the proper turn. Rather, it is to suggest an avenue leading toward the desired destination, which, judging from the constantly increasing travel that way, quite evidently offers smooth going, avoidance of questionable detours and ample opportunity to keep abreast of the procession at the least expenditure for gas and oil.

Via Municipal Appropriation, reads the directional sign on the avenue.

Twenty States, nearly half of all the States in the Union, either by specific legislation or in the absence of prohibitory statutes, already permit municipalities within their borders to set apart such portion of their revenues as may be considered necessary to pay the community advertising bill.

Of course the method varies. In some of the States, the empowering authority is conferred directly; in others, by special charter; in a few, the absence of prohibitory legislation is construed to allow sufficient leeway to permit the municipality discretionary powers; a few provide for the organization of, and appropriation to, Chambers of Commerce or similar bodies

which may serve as the community advertising agency. Time and space will not permit discussion in detail of the wide range of legislation but excerpts from the laws of States which come under this heading are submitted. Here are the States:

Arizona, California, Georgia, Iowa, Kansas, Kentucky, Maine, Massachusetts, Mississippi, Montana, New Jersey, New York, Nevada, Oregon, Rhode Island, South Dakota, Texas, Vermont, Virginia, Wisconsin.

Arizona provides under Section 410, Revised Code, 1928, that "cities and towns may appropriate annually from the general fund of the city or town, an amount not to exceed one-twentieth of 1 per cent of the assets available of the city or town, for the purposes of encouraging emigration, new industries and investment in said cities or towns, and to print and distribute books, pamphlets, and maps advertising the advantages of said city or town, and the common council may pay said sum to the Chamber of Commerce, Board of Trade or other commercial organizations . . . to be applied for the purposes herein enumerated."

California empowers the boards of supervisors of counties "to levy a special tax, not to exceed 2 cents of the \$100 of existing valuation of all property within the county to be used for advertising, etc." with the proviso, that if the sum does not total \$5,000 in any one year, the supervisors may meet the deficiency from the general fund.

Georgia has no general law on the subject, either, but "appropriation of municipal funds derived from taxation would be available for advertising purposes," to quote the State Librarian, "only if the individual municipal charter embodied provisions that would make such expenditure possible."

Iowa, however, under Chapter

Contact Boston Transcript Purchasing Power

The circulation of the Boston Evening Transcript represents, in good times and bad, a steady and tremendous purchasing power. Make contact with it through an advertisement in its columns—and sales of your product result.

For each of the past four months the Boston Transcript has shown a gain in local retail advertising—because Boston merchants know the superior selling power of the Transcript.

BOSTON EVENING TRANSCRIPT

Highest ratio of BUYERS to readers

CHARLES H. EDDY CO.

Boston New York Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles Seattle

To ADVERTISERS:

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TODAY—advertising
 merchandise quicker
 ...that is why GOOD
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 magazines in number of
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HOUSEKEEPING

Everywoman's Magazine

288, Code of Iowa, 1927, definitely grants the privilege. Section 5685 provides that "any city in this State shall have power to establish . . . a department under control of the City Council, to be known as the Department of Publicity, Development and General Welfare, and the mayor, with the approval of the council, shall have the power to appoint a superintendent of such department and assistants . . . at such compensation as may be fixed by resolution of council." The Iowa law is comprehensive indeed, and specifies the ways and means of operation and the purposes of the municipal publicity programs.

Furthermore, it stipulates that "nothing in this chapter shall be construed as authorizing cities to invest any funds raised by taxation in private enterprises or to pay from such funds, any bonuses for same." The department, furthermore, "can only be established upon the approval of 60 per cent of the legal voters of said city," and the expenses "may be defrayed out of any and all funds received by such city from fines and penalties," and out of any unexpended balances, "not derived from general taxation nor from special taxes levied for other purposes."

Kansas covers the situation under Section 13-1441, 1930, Supplement to the Revised Statutes of 1923, to the effect that, "cities of the first class, containing a population of 20,000 or less, are authorized to levy upon all property in said city a tax not to exceed one-half of one mill for the purpose of creating a fund to be used in securing manufacturing concerns for such city."

Kentucky, under Chapter 87, Act of 1928, authorizes, "the incorporation of Chambers of Commerce, to provide for their government and the collection of dues, and to authorize appropriations thereto by city councils and city commissioners of cities of the third and fourth class."

Maine, according to the Revised Statutes, 1930, specifies that "any city or town may appropriate any sum, not exceeding one mill on a dollar, based on the valuation of the preceding year, to be expended

and used for advertising the natural resources, advantages and attractions of the State or such city or town."

Massachusetts, under an amendment to Chapter 40, General Laws, approved April 16, 1930, provides that "a city or town which accepts this section may appropriate annually, a sum not exceeding two-hundredths of 1 per cent of the assessed valuation of the preceding year, but in no event more than \$50,000 in any one year, for the purpose of advertising its resources, advantages and attractions, provided, however, that to each such appropriation, a sum at least equal to the amount thereof shall previously have been contributed by public subscription, or by donation or legacy . . . to be expended for the aforesaid purposes." Further provisions are that the funds must be expended under the direction of the mayor and city councilmen or selectmen, and that two or more municipalities having the same advertising advantages in common, may pool their funds.

Mississippi, under the State Code of 1930, Section 284, permits the municipal or county authorities, in their discretion, to "set aside, appropriate and expend moneys, not to exceed one mill of their respective valuation and assessment for the purpose of advertising and bringing into favorable notice, the opportunities, possibilities and resources of such municipality or county." The law furthermore permits the municipality or county to co-operate, if desired, "with any State-wide movement or any State organization in putting over a State-wide campaign or program." Incidentally, this law specifies the kind of advertising, i. e., "newspaper and magazine, literature, publicity, expositions, public entertainment or other form of advertising or publicity, which in the judgment of the board or boards, will be helpful toward advancing the moral, financial and other interests of such municipality or county."

Montana, under Chapter 107, Laws of Montana, 1927, permits the boards of county commissioners to make "an appropriation from

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the general fund of the county for the purpose of advertising the agricultural, commercial, mining, manufacturing, labor or other resources of the county," through the State Department of Agriculture, Labor and Industry, exhibits and expositions, restricting the appropriations as follows: first or second class counties, \$1,000; third class, \$500; all other classes of counties, \$250.

New Jersey, under the so-called Home Rule Act, Laws of 1927, Section 9, Article 37, Chapter 152, provides: "Every municipality may appropriate funds for the purpose of advertising the advantages of the municipality." Chapter 7, Laws of 1917, grants similar powers to townships, and Chapter 154, Laws of 1926, permits counties to do likewise.

New York, by authority of the amended sections, 13-A, and 13-B, General City Laws, permits any third-class city, by resolution adopted by a majority of the voters at any special or general election, to establish a publicity fund in such amount as the resolution may provide, to be "expended for advertising the advantages of such city as a winter or summer resort, or otherwise, securing conventions, and to promote the general commercial and industrial welfare of the city, and for these purposes may raise by taxation, a sum not exceeding one thousand dollars per annum." Section 89, of the Village Law, grants to villages the identical authority.

Nevada has no general law permitting municipal taxation for advertising purposes, but the various municipalities may by ordinance, grant financial assistance to their respective Chambers of Commerce.

Oregon, Code 1930, permits municipalities to appropriate from the general fund a "reasonable sum, not to exceed \$5,000 annually," for city advertising and publicity, and furthermore, authorizes the levying of a special tax for the purpose contingent upon the vote of the people.

Rhode Island, under Chapter 1016, Public Laws, 1927, allows cities and towns to appropriate a sum not exceeding one-quarter of a mill on the dollar of ratable

property, based on the previous year's assessed valuation, to be expended "for the purposes of advertising the resources, advantages and attractions of the community." Under special acts of 1924 and 1925 respectively, the cities of Newport and Westerly were authorized to appropriate specific sums annually for advertising these cities as "summer and winter resorts." Newport was permitted to spend a maximum of \$5,000 for these purposes, and Westerly, \$10,000.

South Dakota, under the provisions of Chapter 230, Section 6170, sessions laws of 1923, permits municipalities to levy one mill on the dollar of taxable property, for the purpose of "advertising the city's advantages and possibilities to the world as a home and as a location for factories and other legitimate enterprises," and provides that taxes be collected as are other levies. While the expenditure of this fund shall be within the jurisdiction of the municipal authorities, the law further provides that "in case there is in such city a body of citizens organized as a commercial club, incorporated under the laws of the State, for the purpose of developing such city and protecting and advancing its interests, the governing body of such city, may in its discretion, turn over such fund or any part thereof to such association for payment of expenses incurred by advertising and publicity as aforesaid."

Texas, under an act presented in February of the present year, authorizes cities and towns of 5,000 population or less to establish and maintain chambers of commerce and provides that the municipality may appropriate necessary revenues for the support of these organizations. The total amount of the appropriation for any one year shall not exceed three mills on the dollar, however. By this act, the term "chamber of commerce," shall mean "an organization, created for the purpose of advertising the business, social, recreational, industrial, agricultural and other activities usually sponsored by organizations of this character."

Vermont, by the Act of 1927,

Some Simple Subtraction

$$\begin{array}{r}
 3,709,000 \\
 -2,069,000 \\
 \hline
 1,640,000
 \end{array}$$

THERE are two ways to consider—and advertise—to—the Philadelphia market.

One way is to think of this market in terms of the City of Philadelphia alone—2,069,000 people.

The other way is to think of the market as it really is.

CURTIS-MARTIN NEWS
INDEPENDENCE ST. PHILADELPHIA

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LEDGER

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A. B. C. Philadelphia and its suburban area—843,067 families, 3,709,000 people.

Simple subtraction reveals a difference between 3,709,000 and 2,069,000 of 1,640,000.

Keep this figure—1,640,000—before you. It represents the population of Philadelphia's A. B. C. suburban area—more people than live in the suburbs of any other American city with the single exception of New York; more people than live in Baltimore and Boston combined.

These 1,640,000 people represent the cream of the Philadelphia market because their incomes are the largest and they have the ability and desire to buy everything that adds to the enjoyment of living.

No one Philadelphia newspaper can give the advertiser adequate coverage of Philadelphia and its suburban area for the simple reason that no one newspaper has the circulation volume necessary to reach the 843,067 families in this great market.

There is only one way to obtain 100% coverage. It is through the Curtis-Martin group of Philadelphia newspapers—the Morning, Evening and Sunday Public Ledger and the Morning and Sunday Philadelphia Inquirer.

You should have all the facts.

ART NEWSPAPERS, INC.
PHILADELPHIA

The Philadelphia Inquirer
MORNING SUNDAY

permits "any incorporated town or village to appropriate such sums of money as may be deemed necessary for the purpose of advertising the scenic beauties and municipal advantages."

Virginia, by an amendment adopted 1928 to the law of 1924, authorizes the cities and towns of the State, except the cities of Radford, Charlottesville and Bristol, the towns of Kenbridge and Victoria, and the towns in Montgomery and Franklin counties, to appropriate a maximum of 1 per cent of all annual revenues "in advertising and giving publicity to their resources and advantages." Under this act Roanoke's appropriation for these purposes may not exceed \$3,000.

Wisconsin, under Section 6604, revised Statutes of 1929, permits municipalities, contingent upon the vote of the people, to appropriate annually, in cities of the first class, not more than \$4,000; in cities of the second class, not more than \$3,000; and in cities of the third and fourth classes, not more than \$2,000, "to aid and encourage the location of manufacturing, industrial and commercial plants, and for other purposes designed to increase population, taxable property and business prosperity."

Admittedly, these are days of curtailment and retrenchment. Any proposal that involves expenditure of money, particularly if the revenues are contingent upon taxation, is bound to evoke discussion; perhaps acrimonious comment or strenuous objection. Yet modern business scrutinizes its advertising appropriation and measures its budget by the yardstick of definite, rather than anticipated results. Can communities, in these days of spirited competition, do less?

Modern business promotes its sales by constant study of present markets and continuous search for new outlets. Thorough research and careful surveys determine whether or not, and how, the prospective customer's requirements can be filled and competition met. Should communities do less?

Whether the bill should be paid via the medium of membership dues, donations or subscriptions

offered voluntarily through the civic or business group, or, from the community tax pocketbook, is something else again. It is not the intention here to argue with the traffic policeman.

Nevertheless, traffic in increasing volume, is a-rolling down the avenue!

Wins New England Golf Meet

Winthrop Taylor, of Paul Block & Associates, Boston, won low net honors at the annual golf tournament of the New England Advertising Golf Association held at the Mount Tom Golf Club last week. Second low net honors were won by Otto Kolstad, of the C. F. Church Manufacturing Company. Other low net winners, in the order of scoring, were: George Merritt, Robert Graham, J. A. Traversa, R. A. Withersell, Estey Charak, Harry H. Caswell, Roy Bowen, and Charles Vautrain.

Salt Lake City Has New Mail Order Business

The Western Mail Order Corporation has been formed with headquarters in the Ness Building, Salt Lake City, to assist manufacturers in the distribution of their products. Only products manufactured in Utah will be handled. An advertising campaign, using magazines, newspapers and direct mail, is planned.

Frederick Walker is president. Senator Walker is vice-president and F. A. Eldredge is business manager.

To Represent New African Paper

The *Northern Rhodesia News* is the name of a new newspaper that will be published at Ndola, Northern Rhodesia, beginning about the end of November. The new paper will appear twice weekly, though it is intended eventually to publish it daily. S. S. Koppe & Company, Inc., publishers' representatives, New York, will represent the new publication in the United States.

Roanoke Papers Acquire Radio Station

The Times-World Corporation, Roanoke, Va., publisher of the *Roanoke Times* and *World-News*, has purchased radio station WDBJ from the Richardson-Wayland Electrical Corporation. The Richardson-Wayland company will continue to operate the station for the next year.

Appoints Houlihan

The Biltmore Manufacturing Company, Los Angeles, auto accessories, has appointed the office at that city of James Houlihan, Inc., advertising agency, to direct a newspaper advertising campaign on the Pacific Coast.

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\$425,000,000
Trading Center



The recent Census figures reveal the following facts about Greater Louisville:

- Within its limits are more than 5,000 retail and wholesale outlets and 819 manufacturing plants.
- Its annual retail and wholesale trade exceeds \$425,000,000.
- The value of its manufactured products is more than \$315,000,000 annually.
- More than 68,500 men and women are employed in retail and wholesale businesses and in manufacturing.
- The annual payroll to these 68,500 wage earners and salaried employees exceeds \$84,000,000.

This metropolitan area as well as its market—KENTUCKIANA—can be reached and sold at one low cost through this single medium—

THE COURIER-JOURNAL
THE LOUISVILLE TIMES

—MEMBERS—

Audit Bureau of Circulations
100,000 Group of American Cities

REPRESENTED NATIONALLY BY THE
BECKWITH SPECIAL AGENCY



DAILY COST--Less than \$75 We

Here is an example of how the 2,500 car cards could be displayed in the Street Cars every day at a monthly cost of \$2,250:

Cities	Population	Cards Displayed
Detroit	1,568,662	600
Grand Rapids	168,592	50
Davenport	60,751	60
Des Moines	142,559	90
Denver	287,861	150
Salt Lake City.....	140,267	100
Seattle	365,583	200
Spokane	115,514	60
Tacoma	106,817	60
Newark	442,337	400
Jersey City	316,715	175
Hoboken	59,261	100
Wilmington	106,597	75
Allentown	92,563	85
Altoona	82,054	40
Erie	115,967	45
Johnstown	66,993	40
Lancaster	59,949	40
McKeesport	54,632	40
Wilkes Barre	86,626	65
York	55,254	25
(5% Excess Display		
Guaranteed)	4,495,554	2,500

The average Street Car of the United States now carries more than 17,000 passengers monthly. On that basis, 2,500 cars in these 21 cities carry more than 42,500,000 passengers every month. This figure shows 100,000 circulation for every \$5. Street Car advertising circulation is the lowest cost, definitely known circulation in existence.


\$75 We may be needed now!

could be used in certain large cities where all of their other forms of advertising had failed to stop the steady decline in sales. In boom times this advertising agent and this particular client did not consider it important enough to give consideration to Street Car advertising.

Now—although we do not pay commissions—this advertising agent thinks that the every-day appeal of Street Car advertising *may* be just what is needed.

Obviously, the every-day appeal of Street Car advertising is needed in good and bad times, especially when it is understood that the every-day appeal of Street Car advertising costs very much less than occasional appeals through other mediums.

Of course, we are prejudiced in favor of Street Car advertising because we know that the more often the consumers are reminded of a product, the more often they will buy it and so we ask—why should anyone hesitate to recommend the use of Street Car advertising for any product of low cost and possible frequent purchase?



National Advertising Manager

STREET RAILWAYS ADVERTISING CO.
220 WEST 42ND STREET, NEW YORK, N. Y.

(Offices in all large cities)

Put a REAL Sales Letter on the job

—the VISUALLETTER gets results on a small "drawing account"

IF you want Inquiries, with resultant Sales, the Visua-Letter will give you a decided advantage over the ordinary type of sales-letter with enclosed, illustrated folder.

The VisuaLetter combines both of these necessary sales-letter elements in ONE mailing piece. It gets special attention because of a novel, yet simple, method of folding. Its greatly improved form enables you to stage your selling points more dramatically—and effectively.

You don't have to experiment with VisuaLetters. Some of America's foremost

business concerns have quickly removed VisuaLetters from the "experiment" class through their use in successful mailing campaigns. Ask for the facts.

VisuaLetters do not perform miracles, but they may be just what you need to stimulate new activity in sluggish territories and to provide encouraging leads for your salesmen. VisuaLetters are patented. *We have the exclusive right to manufacture and sell VisuaLetters in Manhattan.*

Let us show you the Visua-Letter record.

ISAAC GOLDMANN
▲▲▲COMPANY▲▲▲
FOUNDED 1876
PRINTING OF EVERY DESCRIPTION
80 LAFAYETTE STREET—NEW YORK, N. Y.
▲▲▲TEL. WORTH 2-6080▲▲▲

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Four New Customers a Minute

J. FRANKLIN FORELAND
NEW YORK CITY

Editor of PRINTERS' INK:

Kindly advise if you have any statistics as to how many children are born in the United States every day . . . every year . . . and are there statistics for this in the various cities?

G. BYER.

A LETTER like this enables us to point out one of the real and basic reasons why advertising should be continuous even in bad times. People keep on being born at the bottom of business cycles, as well as on the way up and at the top. The stork doesn't seem to know all the troubles we have been having lately.

The number of births in the United States in 1930 was approximately 2,150,000. This works out so that the manufacturer may consider that there are 245 new customers born every hour, or four a minute.

During the same period approximately 1,400,000 people died, or more than two customers a minute went off the prospect list.

Each year a new group of potential customers comes along through the grammar schools and private schools of the country, who do not know until they read it in print or hear it over the radio that Ivory means soap, that Packard is the name of an automobile or that girls can keep kissable by smoking Old Golds.

In order to discover just how many new customers are born each day, hour and minute in the various cities, the curious will have to communicate with the Bureau of Vital Statistics of each city which particularly interests them.

It is also interesting to figure out that if four new customers are born per minute, at least three per minute come to the point where some manufacturer is going to tell them about the thing he has for sale for the first time, if he wants to secure their trade and goodwill when they grow up. The manufacturer sitting down with

pencil and paper, figuring over his advertising appropriation for the coming year, might well take this fact into consideration as he ponders whether there is really anyone in the United States who by this time doesn't know his name, his trade-mark and what he makes. —[Ed. PRINTERS' INK.]

Heneph Corporation in Test Campaign

A test campaign in newspapers is being conducted by Street & Finney, Inc., New York advertising agency, for Ri-An tablets, a pharmaceutical product made by the Heneph Corporation, Kingston, N. Y. About seven towns are being used in the test campaign.

Insulator Account to Harlan

The Cook Porcelain Insulator Corporation, Cambridge, Ohio, high and low voltage insulators, has appointed the Jesse R. Harlan Company, Cincinnati advertising agency, to direct its advertising account. Direct mail and business papers will be used.

Appoints Tynion Agency

The H. C. White Company, Bennington, Vt., has appointed David A. Tynion, Syracuse, N. Y., advertising agency, to direct the advertising of its juvenile furniture and vehicles. This is in addition to the advertising of White's Ezyrest, summer furniture, handled by Tynion.

To Represent "Charm"

Charm, Newark, N. J., has appointed Weil, McGinniss & Sloman, Inc., publishers' representative, New York, as its representative in both the New Jersey and national fields. Robert Warner has resigned as advertising manager of Charm.

Pie Account to Ad-Staff Agency

The Johnson Pie Company, Los Angeles, has appointed the Ad-Staff Advertising Agency, of that city, to direct its advertising account. Radio advertising is being used.

Appoint Albert Frank

The Los Angeles office of Albert Frank & Company, advertising agency, has been appointed to direct the advertising of Diamond-U tire inflators, a product of the Service Equipment Company of that city.

Frank Tierney, formerly with the Los Angeles Examiner and the San Francisco Chronicle, has started his own advertising business at Portland, Oreg., with offices in the Terminal Sales Building.

What Muncie Is Doing, Other Cities Can Do

AN unemployment survey, conducted in Muncie, Ind., showed that all but a handful of skilled workers in the building industry were idle. There were no immediate prospects of work or income. New building projects were out of the question.

A half loaf is better than none. If the half loaf is unobtainable, a few morsels are better than nothing at all. It was pointed out that there were thousands of such morsels, represented by little repair jobs, that if the repairs that were actually needed were started immediately it would provide work for every man in the local building industry for five years.

A small group agreed to underwrite a full-page newspaper advertisement. This appeared on a Sunday. Contractors reported receiving numbers of telephone calls from prospects and by noon, on Monday, a dozen new jobs were under way. Dealers in paint, wallpaper, hardware and other supplies reported the best business day in months.

Encouraged by this response, the leaders went out to enlist the aid of others in the campaign. The small group grew to eighty contributing members. Within a week, the movement had become a community project. Other full-page advertisements followed, citing examples of what was being accomplished, listed the names of those known to have started improving their properties.

At the close of the second week, 115 modernizing jobs were under way and more than 300 men had been put to work. Thirty-two of these improvements were photographed and made the basis of full-page copy.

The sponsors have made plans to continue the campaign over a long period. They say that to stop now would be to lose much of the cumulative value of their advertising. The plan emanated from the building trade section of the Chamber of Commerce where representatives of the trade unions, contractors and suppliers meet on common ground.

* * *

Swiss Cheese Smells a Rat

THE Switzerland Cheese Association, controlling all genuine loaf cheese made in Switzerland, is rightfully proud of its trade-mark, which consists of the word "Switzerland" stenciled radially in large red letters on its cheeses. Recently the association contracted its lungs, inhaled deeply and forcefully, and recognized the unmistakable odor of rodent. The resulting investigation revealed two cases of the bootleg selling of cheese bearing imitations of the association's trade-mark.

In both cases the Federal Courts awarded the association damages as well as all profits made by the two concerns adjudged guilty of deceiving the public in the matter of

cheeses which they had sold.

Early in the month of May, Judge John C. Knox, in the New York Federal District Court, granted a permanent injunction against Raisin & Levin, Inc., for infringement.

Later in the month Judge Grover C. Moscovitz, in the Federal District Court in Brooklyn, held A. Quinn's Sons to be infringing the trade-mark of the association.

In deciding the case, Judge Moscovitz pointed out that the trade-mark of the association is very valuable, because "Plaintiff has spent \$750,000 in a period of three and one-half years in advertising this cheese."



House Steward formally recognized as Public Benefactor after introducing Fortnum & Mason delicacies to the Dining Room.

The Commentaries Cross the Sea

THE Commentaries of Fortnum & Mason have crossed the sea and are making their American debut in class publications, apparently none the worse for their trans-oceanic trip or for the slight American accent that they have necessarily acquired. The advertising of that London purveyor of rare delicacies needs no introduction to us. It stands out in the American advertising mind as the unique example of a series of advertising messages that were collected into book form recently and sold to the public, for cash. With the opening of the New York shop of Fortnum & Mason this whimsical advertising, based on sheer good humor, has traversed the Atlantic to stimulate an American advertising appetite.

The spirit of Fortnum & Mason's

American advertising is essentially the same as that of the famed Commentaries which were the result of the genius of Stuart Menzies. They have been toned down somewhat, of course, the more properly to fit a country lacking the aristocratic titles and customs of Great Britain. Like their English forebears the American advertisements pay no heed to the rules of advertising. They are written strictly in fun.

And how does such whimsical advertising appeal to the hard-boiled American public? Already many requests have been received for copies of the advertisements and for a collection of them, if such a collection is planned—requests that prophesy an American edition of the Commentaries in the near future.



Doctors Condemn Misleading Ads

THE Medical Society of New Jersey, meeting at its 165th convention, has unanimously adopted a resolution calling on publishers and operators of radio stations to refuse advertising containing alleged endorsements of physicians in such a manner as to mislead the public and misrepresent public opinion.

Dr. H. O. Reik, executive secretary, said: "We believe that the medical profession should conduct a definite, aggressive campaign against the false and misleading

advertising now being presented in papers and magazines and broadcast by radio, because so much of it concerns the health of the people." As publisher of the society's journal he has used its columns consistently to attack the methods used by several commercial firms in their advertising.

The resolution calls upon all physicians to guard their own reputations and the reputation of the profession by refusing to permit such misleading and unethical use of their names or opinions.

How to Use Chain-Store Statistics in Selling Campaigns

The "Unchained Chain" Is a Factor Which, If Unconsidered, Is Likely to Wreck a Merchandising Program

By William Nelson Taft

Editorial Director, The Retail Ledger Publications

DO you know Staunton, Va., the home of Staunton Military Academy and famed as the birthplace of Woodrow Wilson?

It's a fairly typical Southern city, housing 11,990 people who purchase their groceries, clothes, drugs, hardware and jewelry just as most of us do. In the opinion of many, that would mean that a considerable portion of their buying is done through chain stores of one sort or another, for we are still being told that the chains are taking an increasingly large share of business away from the independent stores.

An interesting, provocative theory. The only thing wrong with it is that it doesn't happen to be true, unless you are very lax in your definition of the term "chain."

A "chain," as the Bureau of the Census defines it, is "an organization composed of two or more retail stores owned by and operated under one management." But, as the Census Bureau very clearly points out, there are chains and chains. There is, for example, the "national chain," with units in many different parts of the country, and the "sectional chain," with units in certain geographical areas only. These are both sub-divisions of the chain system as it is generally recognized.

Then, in addition—very, very much in addition at the present time—there are the classifications referred to as "branch stores" and "local chains." The former differs from the latter mainly in the method of merchandising and the relation of the various stores to each other. A system of "branch stores" revolves around a dominant parent store, from which the branches grow and from whose stocks the branches draw most of their merchandise for sale. A

"local chain," on the other hand, is a group of substantially smaller stores under the same ownership and operation, merchandised from a central warehouse or other common point, but not from the stocks of a parent store. In the case of either "branches" or "local chains," the majority of the stores are located in and around one city.

Now, cutting back to Staunton, Va., selected at random from among the 700 communities on which we now have reliable distribution and sale figures, do we find that the "chain stores"—meaning the national and sectional chains—have anything approaching a monopoly of retail business? Not by several parasangs!

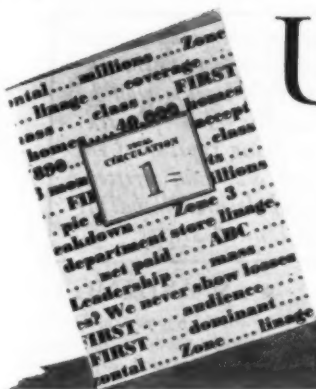
Independents Doing 68.5 Per Cent of Business

In the first place, the single-store independents of Staunton, including a large percentage which remain in existence by only the thinnest of margins, are doing 68.5 per cent of the city's retail business. But this does not mean that the "chains" are doing the other 31.5 per cent for, when we break this up, we find that the national and sectional chain units in Staunton do only 10.9 per cent of the total. What, then, becomes of the other 20.6 per cent?

By far the greatest portion of it—19 per cent to be precise—goes to the "local chains and branch systems," owned and operated by local interests and therefore quite as much entitled to be classified as "independent stores" as any of the single stores of the city.

Whether Staunton can be regarded as typical of the situation as it exists at the moment is the first question which arises. Specifically and definitely, the answer is "No"—for the simple reason

Quote and Unquote



From the book, "Total Circulation 1," which recently burst upon an unsuspecting advertising world, we take the following:

Quote.

"Oh, yes, you say. Banks use vaults and locks and stationery, and cages and all that sort of paraphernalia.

Ah! That is where advertisers have been missing their big bet. Banks use, and therefore buy, typewriters, rugs, furniture, books, bookcases, uniforms, marble, metal, restaurant equipment. They buy and use everything and anything that any business house buys and uses, because Banks are business houses, and they do business as *business* does business.

This is not just selling talk. It's fact. We've just proved it. Here's the news:

The *Journal* has just completed the most thorough, painstaking, utterly amazing survey of the Bank Market that ever has been attempted. Not the reader-interest, circulation-breakdown, we-asked-twenty-thousand-women sort of survey, but a survey of the Bank Market as a market for anything you see advertised in mass papers, class papers or newspapers."

Unquote.

If you haven't seen a copy of this book, or the survey, just drop us a line on your business letter-head and we'll send you one pronto—and no obligation, of course.

AMERICAN BANKERS Association JOURNAL

22 EAST 40th STREET

NEW YORK

Edited by James E. Clark • Alden B. Baxter, Advertising Manager
H. Kenyon Pope, 230 N. Michigan Ave., Chicago • R. J. Birch & Co.,
San Francisco and Los Angeles

7 Liberty

FROM seven corners of the country come these statements in response to the announcement of LIBERTY'S acquisition by Macfadden Publications Incorporated. They are presented as being typical of the host of messages, both oral and written, received from the 1200 wholesalers handling LIBERTY all over the United States.

• SAN FRANCISCO

ON BEHALF OF SAN FRANCISCO'S SEVEN HUNDRED FIFTY NEWSDEALERS WE CONGRATULATE MACFADDEN PUBLICATIONS ON THE ACQUISITION OF LIBERTY STOP LIBERTY ENJOYS A PHENOMENAL DEMAND SALE IN METROPOLITAN SAN FRANCISCO STOP OUR NEWSDEALERS HEAR THE WORDS QUOTE GIVE ME A LIBERTY UNQUOTE MORE FREQUENTLY THAN IN THE DEMAND FOR ANY OTHER WEEKLY MAGAZINE STOP LIBERTY PREDOMINATES IN WEEKLY MAGAZINE SALES IN OUR FINANCIAL DISTRICT AND IN SUCH CLUBS AS OLYMPIC CLUB AND HOTELS AS ST FRANCIS AND PALACE STOP WHOLESALERS LIKE OURSELVES KNOW THAT THE MACFADDEN ORGANIZATION COORDINATING AS IT DOES THE THREE VITAL DEPARTMENTS OF MAGAZINE PUBLISHING VIZ CIRCULATION EDITORIAL AND ADVERTISING WILL OFFER US BIGGER AND BRIGHTER VISTAS OF CIRCULATION AND PROFITS AND ASSURE YOU HIGHER NET SALES WHERE SALES ARE A SOUND FOUNDATION TO AMERICA'S POTENTIALLY GREATEST ADVERTISING MEDIUM STOP WE KNOW THAT LIBERTY WILL THRIVE AS ALL MACFADDEN PUBLICATIONS HAVE ON A BASIS OF FUNDAMENTAL HUMAN APPEAL WHICH ASSURES DEMAND SALES ON THE NEWSSTANDS TO VOLUNTARY PURCHASERS STOP AS OUR PART IN THE ENERGETIC MACFADDEN CAMPAIGN TO COME WE AND OUR RETAIL OUTLETS IN SAN FRANCISCO ASSURE YOU OF OUR ENTHUSIASTIC COOPERATION TO MAKE OUR PURPOSEFUL AIM AN INCREASE FROM THIRTY SIX THOUSAND TO FORTY THOUSAND NET SALES EACH WEEK IN THE CITY BY THE GOLDEN GATE

SMITH NEWS CO.

ERNIE SMITH

• WASHINGTON

It was with great surprise and with much satisfaction that I learned that Macfadden had taken over LIBERTY.

Ever since LIBERTY came into the magazine field it had enjoyed a voluntary sale with practically no effort. The sale kept right on growing, and now we are selling over 25,000 copies in Washington, which is by far the greatest sale of any magazine in this city.

The sale that LIBERTY enjoys at the various Government departments is astounding, as compared to other magazines.

I have been distributing magazines and newspapers all my life, and have never experienced such a spontaneous demand and tremendous growth as LIBERTY Magazine has enjoyed in this city.

I believe that under Macfadden ownership, LIBERTY sales will grow to great heights.

You can rest assured that I will do my best to help you put over the LIBERTY Magazine in this territory.

DISTRICT NEWS COMPANY

JOSEPH G. OTTENSTEIN, Owner

Newsdealers Talk!

ATLANTA

The news that Macfadden Publications had bought LIBERTY was a very pleasant surprise, and we want to congratulate you on making the deal. LIBERTY has the largest voluntary sale of any magazine we handle, and under the Macfadden management has great possibilities of showing a phenomenal growth in the coming years. Believing in Macfadden Publications as we do, you can count on our putting our very best efforts behind LIBERTY to see that it gets a big increase in Atlanta.

R & R News Company, Inc.

J. McF. NEILY, *Partner*

PITTSBURGH

We congratulate Macfadden Publishing Company on the acquisition of LIBERTY. This publication, we believe, has a larger voluntary sale than anything of its kind in the country. At least, this is true in the Pittsburgh territory. Circulation of LIBERTY is growing very rapidly in this field, and we believe will continue to grow. The Western Pennsylvania News Company expects to take a very active part in the process.

With Macfadden and their modern methods, we have every reason to believe the circulation of LIBERTY can be doubled in this territory within a very reasonable time.

WESTERN PENNSYLVANIA NEWS CO.

GEO. F. CALLAHAN, *President*

ROCHESTER

It was great news to learn that the Macfadden Publications Incorporated has taken over the publication of LIBERTY Weekly.

The sale of LIBERTY in Rochester is larger than that of any other publication, and under Macfadden direction I am sure that it will far exceed any previous circulation figures attained by this publication.

MANSON NEWS AGENCY

M. MANSON

CHICAGO

I want to congratulate Macfadden on taking over LIBERTY Weekly.

I believe LIBERTY will have the greatest newsstand circulation of any five cent weekly. Knowing that Macfadden will improve on LIBERTY I expect to see large increases in sales throughout the U. S.

CHAS. LEVY CIRCULATING CO.

CHAS. LEVY

NEW YORK

May I take this opportunity of congratulating the Macfadden Organization upon taking over LIBERTY.

I have watched closely the rapid, upward climb of LIBERTY sales during the last few years, and I think the Macfadden Organization will not only continue this splendid sales record, but do even better.

In Greater New York, I predict that LIBERTY sales will show a substantial increase during 1931.

INTERBOROUGH NEWS COMPANY

S. P. BOOTH, *President*

Worcester, Massachusetts

\$195,098,638 in THE SAVINGS BANK

Savings deposits in Worcester banks on April 1, 1931, totalled \$195,098,638—an increase of over a million dollars since September 1, 1930.

**Worcester's Per
Capita Savings
\$998.**

**United States Per
Capita Savings
\$218.**

Worcester's per capita savings are more than FOUR times that of the national average.

An Emerson B. Knight, Inc., survey shows that 61.97% of all families in Worcester and Worcester's average 18-mile suburban area have savings accounts (exclusive of Christmas and vacation club accounts) in banks.

Nor is this hoarded money, for the same survey shows that 50.39% of these families own their own homes, 46.90% own radios, 45.68% own pianos; 55.55% have telephones; 20.22% own electric washers, 34.26% own vacuum cleaners.

In this great industrial market, with high standards of living backed by ample money in the bank, The Telegram-Gazette is the dominant advertising medium. Of all the families in Worcester and within the average 18-mile suburban area who regularly take any Worcester newspaper, 85.33% take The Telegram-Gazette regularly, six days a week, in their homes.

Average Net Paid Circulation

DAILY 105,559

SUNDAY 54,094

No other Worcester
paper has 1/3 as much

Worcester's only Sunday
newspaper

Advertisers may cover the Worcester city and suburban market adequately, economically, through The Telegram-Gazette ALONE.

THE TELEGRAM-GAZETTE

Worcester, Massachusetts

George F. Booth, *Publisher*

Paul Block and Associates, National Representatives

New York Boston Chicago Detroit Philadelphia San Francisco

that no single city, village, town or hamlet can be quoted as "typical." So, without getting tangled up in too many statistics, let's see what is taking place elsewhere.

In California, the only State from which we have complete figures from the Census of Distribution, there are (or were in 1929) 57,895 stores, doing a business of \$2,606,000,000. Of this total, the single-store independents account for 56.2 per cent, or only a little over half. The remaining 43.8 per cent is split up into 13.8 per cent for the national and sectional chains and 24.5 per cent for the locally owned and operated branches and chains. That means 5.5 per cent left over for the leased department chains and other unclassified types of retail organizations—public utilities, mail-order houses, canvassing concerns and the like.

California "independents," therefore, get more than 80 cents out of every retail dollar spent, while the national and sectional chains, regarded in some quarters as such a menace to local enterprise and in others as the fastest growing type of retail unit, get only 13.8 cents.

But, it may be argued, California is a big State and includes at least three large cities and forty-four others of varying sizes. Might not the influence of the large number of smaller towns overbalance the conditions in the metropolitan centers where national and sectional chains are generally regarded as doing a very high volume of business?

It might, but it doesn't—as witness the following percentages:

	Single-store Volume	Nat. and Sec. Chain Vol.	Branch and Local Chain Volume
Los Angeles	49.0	15.4	33.8
San Francisco ...	55.0	13.7	20.2
Oakland	45.0	21.9	28.5
Richmond	76.0	10.2	13.7
Stockton	70.0	11.6	18.4
Fresno	67.0	12.0	20.9
South Gate	87.0	5.5	7.5

The first three mentioned are California's metropolitan centers. The last four are communities ranging in size from 20,000 to 52,000 population. And the local

chains in the three big cities are getting even more of a slice of the total volume and are further ahead of their national and sectional rivals than are the similar stores in the smaller communities, indicating clearly that the growth of the "unchained chains" is by no means limited to cities of any particular size.

Still unconvinced, fundamentalists may argue that it isn't fair to take even an entire State as "typical" of conditions of this sort—that East is East and California is California and all that sort of thing. True enough. Barring the figures for the country as a whole, which have not as yet been compiled, not even a State with 3,571,610 population is typical. But it is highly indicative. And, as further proof, suppose we see what a compilation of no less than 485 cities in all parts of the country reveals:

Here, in two cities of over a million—Chicago and Los Angeles—we find the single-store independents doing just about half of the total retail volume (50.12 per cent), the sectional and national chains getting 19 per cent and the local multi-units, the "unchained chains," with no less than 29.17 per cent. In fifty-three cities ranging in size from 100,000 to a million, the average single-store volume is 62.12 per cent of the total, with the national and sectional chains credited with 17.92 per cent and the unchained chains having approximately the same percentage, 17.82. In the lowest bracket, the 430 cities of from 10,000 to 100,000 population, the single-store independents average 68.88 per cent, the national and sectional chain units 14.71 per cent and the unchained chains get 15.75 per cent.

The branch stores and local chains are therefore doing at least as effective jobs as their national and sectional competitors in each classification of this broad cross-section of the country and, so far as the totals are concerned, they are turning in sales of 19.44 per cent as compared to the 16.9 per cent credited to the national and sectional chains in these 485 cities,

with the single-store independents holding 62.5 per cent.

There is certainly no indication here, or anywhere else for that matter, that the "chains," as the term is generally used, are getting anywhere near a monopoly of the country's business. There is, in fact, every indication that national and sectional chains are being surpassed in sales volume by local enterprises sufficiently alert to keep pace with modern merchandising methods by forming local chains of their own—a condition which is as true in small communities as it is in the large cities, or vice versa, depending on how you want to argue it.

Power of Unchained Chains Will Grow

In addition, there is very definite evidence that the power of the unchained chains will continue to grow, at the expense of single-store independents and national chains alike, since their present volume has been attained in a much shorter space of time than that in which their competitors have operated.

"And why shouldn't this be the case?" the head of one of these local chains asked me recently when we were discussing the matter. "We've got the edge on the single stores and the big chains all along the line, provided, of course, we don't grow too big ourselves. That's one of the things we have to guard against, but with conditions as they are right now, that phase of the matter isn't keeping me awake at night.

"I had inherited the location of my first store, but I hand-picked my second one, with the assistance of no less than three real estate agents, each of whom knew something about the game as the big chains play it.

"The third followed about six months later and now we have five stores scattered around at what the experts would call strategic locations, and there's not one of 'em that's in the red. I watch 'em all too closely for that. If I saw any of them beginning to slip I'd jump in there myself until I found out what the trouble was.

"There's an A & P right next door here and an American Store across the street, and neither of them do as much business as I do. Their profit percentage may be a little higher and if anybody had a hundred thousand to invest I'm not saying for a minute that it wouldn't be safer with them, for a whole lot less than that much money might make me lose my head and start expanding too fast. But, as things stand now, we're doing quite well, thank you, and we expect to continue doing it."

"How many stores," I asked, "do you figure on having eventually, provided everything works out all right?"

"Oh, I don't know. Twelve or fourteen, maybe. But as I see it now, it would be better to hold the business down to eight or ten. Then I can give each of them more individual attention, do the buying for the bunch of them and keep closer track of just what's goin' on. When you get to the point where you've got more stores than you can look after yourself, you've got a whole mess of executives and executive problems to worry about and the first thing you know you get to be as rubber-stamped as the rest of the chains are.

"Yes, I know we're a chain now, but as you said when we were talking this over a while back, we're one of the 'unchained chains' that are not hampered by the rules and regulations and specifications that keep everyone of the big fellows from doing as good a job as he might do otherwise."

There, in something more than a nutshell, is the reason for the success of the unchained chains. The management of the local branch or chain system, provided he is at all conversant with the intricacies of his job, merely merges the merchandising plans of the independent with those of the chain, retaining the best features of each. Being locally owned, the unchained chain knows its community and what that community wants. Being compact, its plan of attack can be shifted at short notice. Having more than

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one outlet, it can buy in larger quantities and advertise more economically than the single-store independent can. In short, being closer to its market, it can do a better job for itself and for the manufacturers whose products it sells than the long-distanced-operated store can, while losing few of the advantages of multiple store operation.

The unchained chains have already invaded practically every

sector of the retail front and, unless something unforeseen happens, they are going to continue their advance—which is the best of reasons why manufacturers and advertisers alike should watch this movement most carefully and overlook no opportunity to capitalize the advantages which it offers, particularly the advantage of selling one-fifth of all the merchandise now being sold in the United States.

Angles of Space Buying

Two Angles of Space Buying—Figures and Faith

By Richard Webster

Vice-President, Reimers & Whitehill, Inc.



Blank-Stoller, Inc.

NOT angles on, this time, if you please, Mr. Editor, but angles of space buying. And only two points—one for each angle.

The first angle, first both historically and logically, is the tight, narrow angle of the purchasing agent in any business who buys on specifications. The extreme case in the advertising business is the buyer of lists for direct mail. He knows his market to a T and he buys a list with every T carefully crossed—and demands a refund for every mailing piece that is not delivered. Just about as tight is the angle of the space buyer who

will consider nothing but trade publications with circulations lying absolutely and undeniably in the admitted limits of his product's inevitable market, who eyes askance any tiny fraction of circulation that might be called waste, and who calls anything waste that is not obviously key men and actual buying factors.

There is a lot of this type of buying—and there is bound to be more of it in these days of depression and watching every penny. There is a good deal of selling that is keyed to this type of buying, and very safe selling it is. Tight angle selling, or tight angle buying, at its best may well be called acute, sharp and keen—and if I have been using some less complimentary adjectives that is not because I don't know and appreciate the value and the place of this purchasing agent, statistically measured type of space valuation.

But this method has its limitations. They can best be illustrated in the field of industrial or thin market product advertising. On the promotion of any product with few actual uses and a scanty number of actual users the narrow angle formula is: "Trade publications that go to the trades that use our product and that our salesmen call on." It is the cultivation of the *seen, known market*. It is nearly impossible for it to develop

new uses and new users—or to open up uncharted markets.

For that sort of promotion—Angle No. 2 of space buying, the broad angle. This comes only with the development of an instinct for sales probabilities—and this instinct or knack is much rarer than the easily acquired technique of statistical analysis. It demands a deeper knowledge of advertising, its subtlety as distinct from its millines, its h. p., or its r. p. m. The broad angle of space buying requires a *faith* in advertising. It is far harder to sell an advertising campaign built around this type of space selection than one where nothing is left to the imagination. And by the same token a broad angle space-bought campaign that is not exactly right has a bigger chance of failure than the tight angle type.

But when you have the pure genius, the splendid faith and the far vision of a broad angle success—like S. D. Warren Standard Book Papers, or Hammermill Bond, or Armco Ingot Iron—then advertising does a marvelous job, many miles (and millions of dollars) beyond the narrow angle type of space selection that would have limited these great accounts to printers' trade journals or to lists of kitchen utensil makers.

Here's hoping that the fine art of broad angle space buying won't be cramped and choked, won't be replaced entirely by the tight angle type, in the doubting days of economic readjustment!

Organize Oberfelder-Franken, Inc.

Robert E. Oberfelder, formerly president of the Melron Company, New York, and Joseph P. Franken, also formerly with the Melron organization as an account executive, have organized an advertising business at New York under the name of Oberfelder-Franken, Inc. Offices are at 507 Fifth Avenue.

C. M. Bolser, Advertising Manager, Henry Heide, Inc.

C. M. Bolser has joined Henry Heide, Inc., New York, manufacturer of Jumbo Bars, and other candy specialties, as advertising manager. He was formerly assistant advertising manager of the Strathmore Paper Company, Mittineague, Mass. Mr. Bolser was with Strathmore for four and a half years.

F. T. Denman Heads Denney Agency

Frank T. Denman, formerly executive vice-president of the William H. Denney Company, Inc., New York advertising agency, has been elected president.

Albert E. Lobeck, formerly controller, has been made secretary. John E. Allen and Paul A. Bennett have been elected directors.

Joins Rosemary Sales Corporation

Harry R. Kurtz, formerly sales manager of the Manville-Jenckes Company, Pawtucket, R. I., has been appointed manager of the merchandising department of the Rosemary Sales Corporation, New York and Chicago, sales organization for the Rosemary Manufacturing Company, Roanoke, N. C.

T. J. Patterson with "The American Architect"

Thomas J. Patterson, at one time Middle Western representative of *Architecture*, has joined the staff of *The American Architect*, with headquarters at Cleveland. He will cover the territory of Ohio, West Virginia and Eastern Michigan.

Furniture Account to Yarnell-Camp

Wm. A. French & Company, Minneapolis, interior decorators and manufacturers and retailers of period furniture, have appointed Yarnell-Camp, Inc., advertising agency of that city, to direct their advertising account. Newspapers and magazines will be used.

Becomes The McKay Company

The United States Chain & Forging Company, Pittsburgh, manufacturer and distributor of tire chains, commercial and industrial chains, automobile bumpers and anti-freeze solution, has changed its name to The McKay Company. The change has been made to identify the company more closely with its nationally advertised McKay products.

Minneapolis Agency Directs Northwest Campaign

Kennedy Mayonnaise Products, Inc., Minneapolis, has appointed Yarnell-Camp, Inc., advertising agency of that city, to direct its advertising account. Northwest newspapers are being used in a campaign to be extended to other markets as distribution is accomplished.

Appoint Whipple & Black

The following companies, all of Detroit, have appointed Whipple & Black, Inc., advertising agency of that city, to direct their advertising accounts: De-White, Inc., power boats; Lodge Motors, Inc., marine engines, and the Chum Blade Company, razor blades.

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WE SPEND 39 MILLIONS

Residents of the Oakland Market are proud of the fact that they spend more

than 39 million dollars, annually, in department, dry goods and general stores, which are located here.

They are proud of this expenditure, first, because it indicates that Oakland is a prosperous community, and second, because it shows that Oakland's modern stores carry the type of merchandise desired.

Oakland's stores, by test, have found that The TRIBUNE is the most efficient medium through which to reach the one-half million buyers of this market.

Oakland Tribune

National Advertising Representatives:
WILLIAMS, LAWRENCE & CRESMER CO.
Los Angeles San Francisco New York
Chicago Seattle

Shall Maine Have Gr



The August
issue will be
the Annual
Fall Buying
Number

A. B. C. — A. B. C.

We shall be glad to furnish interested manufacturers and advertising agencies with information about the coming issues, and about the results of the color survey.

lay Green Gas Ranges and Texas Yellow Ones?

FOR the first time, definite information has been made available regarding the relative popularity of various colors for housewares, through a nation-wide survey of color preferences just completed by HOUSE FURNISHING REVIEW.

The results reveal new, immensely interesting facts of unusual importance to buyers and manufacturers alike... data which HOUSE FURNISHING REVIEW will publish in the coming issues, from June to December.

In making the Color Survey, HOUSE FURNISHING REVIEW renders a signal service to its readers and to manufacturers, but this survey marks neither the beginning nor the end of such market investigations.

For instance, past issues have contained the following important surveys: A Survey of the 1931 Electric Refrigeration Market in Department Stores... a Study of Active Retailing by Utilities in Relation to Total Electric Appliance Sales and Kilo-watt-hour consumption... and a Survey of the Department Store Market for Garden Equipment and Shrubs.

And in addition, an analysis will be published in a future issue, showing the distribution of major and smaller electrical appliances, as divided among department stores, public utilities, hardware stores, etc.

It is through such an aggressive editorial policy that HOUSE FURNISHING REVIEW has gained its outstanding prestige and influence among housewares distributors. And as a result of the color survey and other investigations, house furnishing retailers will give more careful attention to their copies of HOUSE FURNISHING REVIEW than ever before! Will they see your sales message?

C.—A.B.

d manufac
informatio
e results a

Simmons-Boardman Publishing Company

30 Church Street, New York

105 W. Adams Street, Chicago

San Francisco

Terminal Tower, Cleveland

Washington, D. C.

Sales Resistance



MUCH of the sales resistance you meet can be traced to the boy in the family. Boys in their teens exert a powerful influence in the selection of products for family use. Their opinions of the virtues of competing products are forced upon and heeded by their parents.

You will sell the family more readily if these boys boost your products.

BOYS' LIFE is the only magazine covering the Scout field—a group of alert boy *leaders** with widespread influence.

* Folder giving substantiating facts sent upon request.

Hyde Park (Ill.) High School claims VINCENT EITZEN, 16 years old, an actual and typical reader of Boys' Life.

BOYS' LIFE

2 PARK AVENUE NEW YORK

CHICAGO
9 W. WASHINGTON ST.

BLANCHARD, NICHOLS, COLEMAN
LOS ANGELES SAN FRANCISCO

BOSTON
OLD SOUTH BUILDING
SEATTLE

Sales Problems of Two Merged Companies with Similar Products

How Gilmer Is Handling the Marketing of Its Own Products Along with the Products of the Farran-Oid Company, Which It Took Over in 1929

As Told to Charles G. Muller

By Charles H. Bauer

Manager, Jobbers and Export Divisions, L. H. Gilmer Co.

TO market similar lines under a single management so as to take fullest advantage of all potentialities in the new group is a problem that occupies the thoughts of many sales managers today.

Because our company took over the Farran-Oid Company late in 1929—also producing motor fan belts and equipment—we have been solving since that time this and many other interesting problems in distributing our two similar lines. For we have sought to develop completely Farran-Oid key distributors along the same lines that the Gilmer distributors have been developed, especially in adjoining sales territories. Let me outline our marketing steps more or less chronologically.

Following completion of arrangements for the purchase of the company, the first question to be answered was how best to announce to trade and salesmen our plans for meeting the new marketing situation. With Gilmer having strongest distribution in the East and Farran-Oid in the Midwest, we appreciated that there was a lively interest as to whether one company would absorb the other in each district or whether one would compete even more closely with the other.

The plan we followed was to make our announcement personally to all interested jobbers and salesmen. And although papers were signed in July of 1929, we said nothing until late in October when two national automotive groups whose membership includes practically all customers of both companies held annual conventions.

Then, just before jobbers were leaving home for these conventions, we sent out word about our proposed marketing plans. Under

the Farran-Oid name went a letter to that company's complete jobbing list, the letter telling of that concern's transfer to the Gilmer company, assuring the trade that no product or distribution changes nor retardation of even flow of merchandise from jobber to dealer were contemplated, and asking for jobber confidence in the new arrangement.

At the same time, under the Gilmer letterhead, went a similar announcement to that company's distributors, along with a letter to Farran-Oid jobbers explaining that Gilmer intended to operate the absorbed company as a separate unit and that dealer arrangements would in no way be upset. In this letter we intimated that merchandising in the industry would be improved, because we would apply to this formerly competing line many of the same policies which have made Gilmer outstanding in the field.

Jobbers Were Primed for Details of Arrangement

In this way, jobbers were primed for details of the new arrangement, and when they arrived at their conventions—during which they are accustomed to take on new lines and replace old—they were eager to talk over the new marketing in person with our executives and salesmen.

Similarly, we had told our own salesmen nothing about plans until we met them at Chicago, the day before the main convention, at our own annual sales conference. Thus we were able to talk to our men at a carefully timed moment and then to talk to jobbers of both companies when all were free of immediate personal business and were

receptive to what we had to say.

Having outlined our general sales policy to the trade, the second step was to prepare a new Farran-Oid catalog that would be in line with ours as far as practicable. For example, though we had on order new belt cabinets for a newly arranged Farran-Oid line, we offered to the trade for immediate delivery Farran-Oid service station belt assortments of 300 belts by the simple process of putting them in the unlettered metal displays used with the Gilmer service station assortment. In similar fashion we rounded out other parts of the newly added line.

We then were ready to tackle distribution problems, one of the first being how to sift out the chaff in the new jobber list. This we handled on the basis of our practical experiences with a policy of protecting a carefully selected and restricted jobber list against obsolescence and price decline and adequate missionary or service work.

Examining the Farran-Oid distributor list, we picked about 100 outlets to fit into our merchandising scheme, and to this group we submitted prices. Of course objections were raised to our severe pruning, but any company must expect such opposition when operating on carefully studied, sound and profitable lines. In this instance, the net of our careful selection was a loss of only six or seven good accounts, several of these withdrawing because of some fault of the old company and the others not having patience to wait and see what would develop under the new arrangement.

At this point a question rose prominently: Would the buyers of one brand buy the other brand?

As we had built our reputation on fan belts and our method of merchandising them in cartons and counter stands, we determined finally that these should remain outstandingly Gilmer. We would not, therefore, sell Gilmer belts to Farran-Oid outlets. We would continue to stress the key item on which we had spent so many years and so much money to make a trade leader.

We answered the reverse phase of the question similarly—we would not sell Farran-Oid belts to Gilmer distributors.

But even with such decisive answers to these questions, we still had the problem of whether to pass along a good merchandising idea of one company to aid belt sales of the other. This was important, for with us the actual sale of fan belts always has been secondary to the method of merchandising them. That is, we have spent our promotional efforts not in selling actual belts to dealers but in showing the retailer how best to use cabinets which hold varying assortments of belts constantly refilled. Our idea being that cabinets will sell belts once in the store, so that our job is to sell dealers the thought that the use of cabinets will help them do more business.

Developing the Cabinet Idea

In the end, we decided that inasmuch as both of these established lines had the same sales possibilities, we would develop to the utmost the cabinet idea for the latter's belts too. Simply, we would give to the absorbed line the benefit of all our belt experience even though its product would continue to sell in competition with our own.

There were in both lines, however, items other than belts which also would sell in competition but which had no real identity such as had belts of both companies. To bring these products into line, we went carefully through the Farran-Oid list. First we eliminated many items that had been kept out of our catalog for economic reasons—such as tire flaps, blow-out patches, tube patching outfits, gasket cement and top dressing. That left us with radiator hose, air hose, wash-rack hose and high-pressure car-washer hose as items common to both lines. These we branded Gilmer-Farran-Oid, to be sold to accounts of either concern.

We made further adjustments. The second line had a lower priced belt for Ford Model T, a type we never had offered because these were packed ten in a carton while

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we were selling only individually cartoned goods. As the other company had some sales in this item, we extended it into the Gilmer-Farran-Oid class and added a vee belt for the model A Ford to round out the group.

Other items we kept exclusively Gilmer. For example, transmission linings which we had manufactured for model T Fords since the start and which we sell to a large number of wholesale outlets in one of three grades, we found it unnecessary to put into the Farran-Oid line. The same was true with radiator lace.

Summing up, (1) we kept in each line individual distinction for items that had built up a brand reputation; (2) we pruned non-profitable products; (3) we put under the joint Gilmer-Farran-Oid mark items which would round out either line, and (4) we retained some exclusive Gilmer products in the line.

Having announced the combination of companies so that salesmen and trade knew what was in our minds, and having revamped the lines and catalogs to fit in with our merchandising plans, we were ready for actual selling.

This turned out to be easier than anticipated, though there remain a few kinks to be smoothed out.

We have put our Gilmer district managers—who do all calling on wholesalers—in charge of Farran-Oid service men who work with jobbers' salesmen. As it works out, the service men are hired, fired and routed by our district managers. All with excellent results, for turnover in men has been so far almost nil.

Entirely New Farran-Oid Missionary Force Organized

Our district managers handle the sales to wholesalers of both Gilmer and Farran-Oid products, and can easily do so, because they for many years have contacted and sold to most jobbers some Gilmer product. We have engaged and trained an entirely new Farran-Oid force for service or missionary work.

As our sales plan now functions, when a service man, while working

with a jobbers' salesman, comes across a Gilmer cabinet in a dealer's establishment, he does nothing. Likewise, if he is a Gilmer man and meets a Farran-Oid cabinet he does nothing. Our representative makes plain to the jobbers' man that it is an even break under these conditions, that as either one of the two concerns has sold that particular dealer in the past nothing is lost by letting that concern keep the business, and no friction is developed. However, our men note which line the dealer is carrying and report it to the home office as a check that we may have on our mailing list.

In many cities we feel there is room for just one good wholesale outlet. So if there is one of our jobbers there, our man has no need to put pressure on securing a Farran-Oid outlet. And where there is a good wholesaler of the latter concern's, he does not put pressure to develop a wholesaler for us. But where there is room for two outlets and one is filled, there he works to secure an outlet for the other company.

District Selling Expenses Were Reduced

One outstanding return from this method of handling sales of combined lines is that the selling expense of district managers is lessened. For now they have enough belt accounts in practically all of their distributing points to make it profitable to call more regularly than they may previously have called.

In districts where Gilmer belts in the past were not sold widely yet where our men did place other items in small quantity, sales cost now is drastically reduced because the district man has jobbers of the second company to call on as well as our own. He can sell to one or the other outlet profitable quantities of merchandise.

Advertising which backs up these lines is continuing separately, with different ideas promoting each. On Gilmer belts we first play up the cabinet plan for dealer counters and secondarily push the idea of cartoned merchandise. On the Farran-Oid line, however, our adver-

tising plays up the carton idea and secondarily pushes the idea of cabinets, leaving it to district managers to put emphasis on the plan and to push it.

Handling two similar types of merchandise, as we have done, requires a great deal of attention to detail, but the problems that arise

bring with them a great deal of pleasure in their solution. While we have not perhaps completed our answers to all questions coming from combined merchandising effort, we feel that we are headed far enough in the right direction to pass on these practical experiences to other manufacturers.

An All-American Space Selling Eleven

The Seventh Member of the Team Is Selected—Seventh of a Series of Articles

By John J. McCarthy

Account Manager, McCann-Erickson, Inc.

7. General Magazines. Before Frank Forbes became a solicitor for a certain general magazine, he sold a highly specialized piece of automotive equipment. This equipment was sold at a large price and could be profitably employed only by a large-scale operating plant. Consequently, Forbes had to concentrate his sales efforts on a limited number of prospects. And he did so rather successfully.

In magazine selling, Forbes has successfully followed the same tactics. Each year, he selects from the number of the prospective accounts allotted to him, the most logical ones for his medium, and goes to work on them. After lining up his contacts on these accounts, Forbes takes a field trip, and gets as much information as he can gather on their sales activities.

With these data, Forbes starts a steady cultivation of these accounts from two angles. First, through a smart direct-mail campaign, Forbes sells you on the editorial contents of his publication. Your home address is placed on the mailing list of his publication. On the date of each issue, you receive a letter from Forbes at your office which tells you about the editorial contents of the issue which will be at your home that evening.

For example, if there is some article in which he knows that you will be interested personally, he

tells enough about it to arouse your curiosity—or if one of your favorite authors has a short story, he calls your attention to it. These Forbes letters are really friendly tips on good reading because he has taken the trouble to find out what you enjoy. Any number of magazine representatives put you on the mailing lists for their publications, but Forbes goes a step farther, and makes sure that you will read the publication when it is delivered to you.

Secondly, Forbes employs the mail also to shoot along any surveys which his publication has made and which may be of interest to you; newspaper clippings pertaining to some phase of an account's activities, and little bits of information which he picks up in his travels that are helpful to you in framing a picture of local sales conditions.

Through this double-barreled mail barrage, Forbes repeatedly keeps his publication in the minds of his prospects, and genuinely paves the way for his regular solicitations when he makes them. True, Forbes does not get all the prospects he singles out for honest-to-goodness cultivation, but he gets such a large percentage of them that the judges for this All-American Space Selling Eleven felt that his sales strategy merited him the All-American position for the General Magazines.

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OMAHA BLANKETED!

● There are 52,153 homes in Omaha, according to the United States census estimate.

● The World-Herald is delivered by carrier direct into over 44,500 of those homes, a coverage of over 85 per cent.

● On top of this The World-Herald sells in Omaha each week day, through street boys and news dealers, another 8,000 papers, giving The World-Herald a paid circulation of over 52,500. The Omaha Sunday circulation is over 49,000.

● That is as near 100% coverage as any advertiser can ask!

● Naturally The World-Herald can do any advertising job in Omaha ALONE.

THE WORLD-HERALD

May, Total Circulation: 122,600 Daily, 118,846 Sunday

National Representatives: O'MARA & ORMSBEE, Inc.



So humanly interesting, and so spontaneous in its appeal to the imagination is this Buick poster, that it has been pronounced one of the most striking and effective outdoor boards that have appeared for a long time. . . . And yet the creation and development of this colorful poster were not so much the result of a "happy thought" as of the combined thinking of Buick Motor Company executives and Campbell-Ewald men. . . . It is, in brief, an excellent example of Campbell-Ewald's capacity for wholehearted co-operation with its clients in developing interesting and forceful advertising. . . . Incidentally, it may be mentioned that the Campbell-Ewald Company places more outdoor advertising than any other agency in the United States. . . . During the first quarter of 1931 the Campbell-Ewald Company placed more business in the Saturday Evening Post, Collier's, Literary Digest, Liberty, American and Cosmopolitan combined than any other agency in America. . . . Campbell-Ewald is one of the world's largest users of newspaper space . . . and among the largest users of radio. ¶ Millions of Americans are daily influenced in their purchases by the selling power of "Advertising Well Directed."

CAMPBELL-EWALD COMPANY

H. T. EWALD, PRESIDENT

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P A N



More Profits from Advertising

A Review of the New Book by Kenneth M. Goode and Carroll Rheinstrom*

By Aesop Glim

THIS is a terrible book—a dangerous book! It should be kept out of the hands of all advertiser-executives.

It should be kept out of the hands of all advertising beginners.

It should be read carefully, open-mindedly and prayerfully by all seniors in the advertising agency business.

My criticisms apply particularly to the first eight chapters—which appraise present day advertising. (The last ten chapters contain “how to” material which is sanely constructive and well expressed—but hardly optimistic enough to counterbalance the heresies of the first eight chapters.)

In the first place, these authors imply that advertising is *not* an exact science. They imply—by certain purported tests—that even experts and members of advertising clubs cannot tell a good advertisement from a poor one—by inspection. The authors use *results* as the test of goodness.

Chapter One is titled “Heads or Tails,” and its high spot is probably the following paragraph: “So advertising continues to sell as a certainty—when it should be sold as a lottery. And to be used like a lottery—when it could be used with scientific certainty.”

Chapters Two and Three stage a conflict between the opinions of one Miss Wilhelmena and one George Washington Hill. Miss Wilhelmena says:

“A well proportioned, carefully-made advertisement pays better than a crowded, carelessly made advertisement, just as a good piece of architecture appeals to ignorant and educated alike, just as a good play succeeds because it is well done.” The book says Miss Wilhelmena is “wrong in magnificent company,” that ninety-eight out of

one hundred business men, seventy-eight out of one hundred advertising men and the Bok prizes, support her.

If these authors succeed in sending Miss Wilhelmena’s philosophy of advertising into oblivion—following the demise of the Harvard Awards—something sweet will go out of this business of advertising. Something akin to the gamboling of lambs and the prattling of children.

For Mr. Hill is posed as the professional advertiser; Miss Wilhelmena as the amateur. The battle of Lucky Strikes marks the Gettysburg of amateur advertising. “. . . Hill’s victory may bring the beginning of an end to that period of pleasant vagueness about important things and imposing exactness in unimportant which has so long kept advertising enjoyable.”

The authors make a further implication that there is a stagnation in the bulk of present-day (amateur) advertising and explain it with one perfect word—*interbreeding!* (Too much aping, too much paraphrasing of candy headlines to fit plow advertisements. Too much study of last year’s Harvard Awards, in the hope of producing a winner for this year.)

Old Aesop Glim must remember that it is his present job to review this book for you—rather than to make a digest thereof. I found fifty-seven quotations I would like to include. And the fifty-seven are by no means all *sour* pickles.

The book does a constructive job—mixing destructive and debunking methods with constructive and a-spade-is-a-spade methods.

I am grateful to the authors for seven points in particular.

The first is the *appearance versus results* controversy already mentioned.

The second is the hypothesis of

*“More Profits from Advertising”—Harper & Brothers, New York.

Coming to the A·F·A?

If you are one of the hundreds of out-of-town advertisers who have bought tickets for New York, here is a cordial invitation to visit us between A.F.A. sessions. We're sorry our new building on 42nd Street won't be ready to receive you but our present quarters at Tenth Avenue and 36th Street are a pretty interesting publishing layout, too. Five minutes' walk from The Pennsylvania will get you here.

Maybe you'd like to sample our circulation and see how we select and get it. Perhaps what comes in a day's mail to the editors will interest you. Or it may be printing and binding or other mechanical operations that you'll want to see.

So, if you've the time to spare, call up any McGraw-Hill man and tell him you're accepting our invitation. He'll escort you to headquarters and take your hat while you look around and visit.

**McGraw-Hill
Publishing Company, Inc.**

General Offices & Plant . . . Tenth Ave. & 36th Street
Circulation Headquarters . . Tenth Ave. & 34th Street
Catalog & Directory Co. . . Tenth Ave. & 34th Street
District Sales Office 285 Madison Avenue
Book Company 370 Seventh Avenue

interbreeding as an explanation of the present stagnation in advertising copy.

The third is: "Agencies and publishers still find it cheaper to replace advertisers than to make them profitable."

The fourth is an attack on *institutional* advertising. "Without goods to put hot in people's hands, advertising is twice as wasteful. . . . Our only interest is to suggest that nothing will help a decision quicker than aiming one's advertising exactly at what one wants it to accomplish. . . . How naively anarchistic is a faith that invests a billion a year in a commercial Hereafter!"

The fifth point puts *Mob Psychology* in its place. "In *reading* an advertisement there's no crowd psychology . . . no mass action, nor law of averages, in any given *reading*. Each advertisement works, or fails to work, as an individual appeal to the selfish interest of some single highly self-centered person."

The sixth expounds at great length on the *vital* importance of *experimenting* with advertising. (The word "vital" is mine own—as are the italics. Aesop Glim has long advocated the establishment of an Experimental Fund as an integral item of every advertising budget.)

The lucky seventh made me whoop with joy. The authors imply that the copy itself is the thing!

I quote at length:

"If you pry deep enough behind these motives to examine the mechanics of their advertising you will find most of them still following, more or less, the old formula.

- (1) Board of directors decides on *the* appropriation.
- (2) The appropriation decides *the* schedule.
- (3) The schedule determines *the* space.
- (4) The space determines *the* layout.
- (5) The layout, largely, determines *the* copy.

"And so, less often than one might hope, the *importance* of any given message to the public doesn't

determine how much money is to be spent presenting it. On the contrary, as we have just seen, the amount of money to be spent all too frequently dictates the message.

"Now, the common, ordinary horse sense way for a man to advertise, is, obviously, just the opposite. So, one out of every ten advertisers, perhaps,

- (1) Finds himself a message.
- (2) Tests how popular it may be with the public.
- (3) Decides how important it is to him.
- (4) Decides, with this in mind, how much he will spend putting it across."

* * *

On the jacket of this book I find that the publisher intends it "For every man who spends an advertising dollar!"

The second half of the book, dealing with testing and other "how to" matters, lives up fully to this prescription. If the authors had only brought this out in two separately bound volumes, I would contribute to a fund to place the second volume in the hands of every advertising man. And to place all the first volumes on one gigantic bonfire. These authors see too clearly and write too honestly.

Somewhere in the book—telling how to write copy—they ask the copy writer to close his eyes and to think of the clearest, most transparent piece of glass he can imagine. Their prescription is that his copy must make as clear an exposition of the wares, as would a showcase made of such glass. I like that simile.

Further than this, they say that it is child's play to state a proposition so that anybody *can* see it. But that it is a man's job to write so everybody *must* see it.

By this definition, Kenneth M. Goode and Carroll Rheinstrom are mature—on the subject of advertising.

C. E. Coe with Winningham

Charles E. Coe, formerly with the Detroit *Free Press*, has joined the public relations division of C. C. Winningham, Inc., Detroit advertising agency.

THE ST. PAUL DISPATCH-PIONEER PRESS HAS

A Corner on the Buying Power of Minnesota!



46%

of all cars sold in Minnesota in 1930, exclusive of Hennepin and St. Louis counties, were sold in the counties shaded on this map.

40%

of all cars registered in Minnesota in 1930, exclusive of Hennepin and St. Louis counties, were registered in the counties shaded on this map.

Dispatch-Pioneer Press Circulation in These Counties

142,000 Daily

81,000 Sunday

Minneapolis Journal
Circulation in These Counties
11,000 Daily, 24,000 Sunday.

Minneapolis Tribune
Circulation in These Counties
11,000 Daily, 21,000 Sunday.

A big proportion of Minnesota's automobile buying power is concentrated in the above 21 shaded counties. Where there is automobile buying power, there is wealth and sales volume for all products. Whether you sell cars, pianos or paper clips, these 21 counties represent a profitable market. And the way to reach it is through the Dispatch-Pioneer Press—the only Twin City papers that cover and influence these 21 counties.

MEMBERS OF THE AUDIT BUREAU OF CIRCULATIONS
ST. PAUL DISPATCH
MEMBERS OF THE 100,000 GROUP OF AMERICAN CITIES
ST. PAUL PIONEER PRESS
EXCLUSIVE ASSOCIATED PRESS SERVICE IN ST. PAUL



How much will he spend with you?

IT all depends on where he lives. In a big city, a certain portion of his income inevitably goes for the purchase of transportation, noon day lunches, hotel dinners, theatre tickets, night club entertainment and a host of similar items incidental to city life.

But in a small town, he pays no premium for the right to live. His work is within a few city blocks of his home. He eats his noon day lunch and other meals every day with his family. Consequently, he spreads a great deal more

of his income over the purchase of everyday merchandise than does the city dweller.

For example, take the typical small town family head who reads GRIT every week: He owns his home and furnishes it with modern household appliances. He owns a car. His family is an important user of standard merchandise and style goods. Yet his weekly pay envelope is large enough to cover the whole.

The amount he spends with you can be controlled by your advertising in GRIT.

"A Merchandising Study of the Small Town Market" provides factual proof of the statements made above. Send for a copy.



Read Every Week by Over 423,000 Families
in 14,000 Small Towns

Member A. B. C.

Williamsport, Pa.

per month could mean a food market restriction of over \$5,000,000,000!

Translated into the policy of a single advertiser, these facts, plus another that will be mentioned later, figure prominently in an advertising campaign recently developed by the bakers' Crisco department of Procter & Gamble.

Crisco is a shortening used for various cooking and baking purposes. It is sold in two ways—in bulk to bakers, hotels and restaurants, and in packages to housekeepers.

Some years ago, Procter & Gamble recognized that a trinity of facts pointed unmistakably to the need of devoting particular attention to the development of bulk sales. Two of the facts have been mentioned above. The third was the unmistakable trend away from home baking. The makers of yeast had foreseen the trend and planned accordingly. Now it was time for those who made other baking ingredients to lay similar plans.

Therefore, starting about 1923,

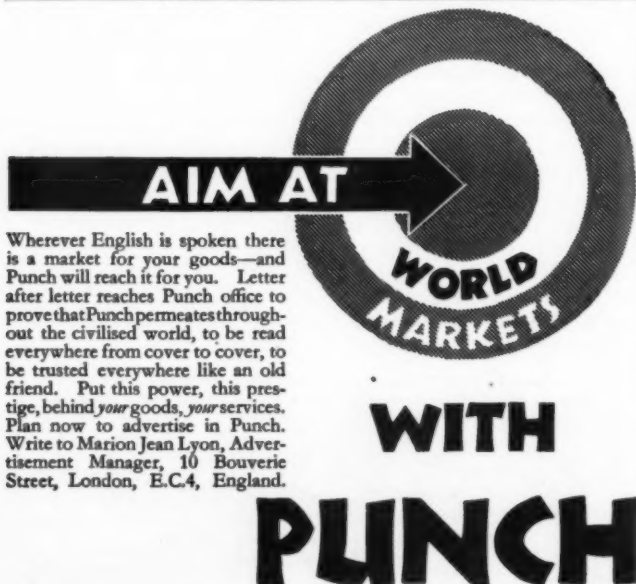
the company decided that since the trend away from home baking is too fundamental to permit any attempt to stem it, the only alternative in developing the market for shortening is to help the baker to sell more cake.

An Experimental Bakery

It promptly became apparent that in order to make any sort of start in this direction it would be necessary to know more about shortening than the baker. Consequently, one of the first things the company did was to establish an experimental bakery. This started with a chemist and a skilled baker. Today the experimental bakery employs a full staff of practical bakers and research engineers.

Coincidentally, educational work was launched, both through the personal visits of salesmen who had been thoroughly trained in shortening lore and through business-paper advertising in publications reaching the bakery trade.

Toward the end of 1929 it was felt that sufficient progress had been made with the trade to per-



Wherever English is spoken there is a market for your goods—and Punch will reach it for you. Letter after letter reaches Punch office to prove that Punch permeates throughout the civilized world, to be read everywhere from cover to cover, to be trusted everywhere like an old friend. Put this power, this prestige, behind *your* goods, *your* services. Plan now to advertise in Punch. Write to Marion Jean Lyon, Advertisement Manager, 10 Bouverie Street, London, E.C.4, England.

**WITH
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mit going to the consumer with a message concerning the products the baker sells. The company realized that its own future was, to a degree, tied up with the baker—that is, so far as the sales of Crisco are concerned. It also realized that, although the baker had improved his principal products, there was still a prejudice among housewives against cake made in bakeries. In other words, although the product of the baker had been improved continually, the consumer didn't know about it.

The consumer campaign broke in November, 1929. It was based on the idea of selling bakers' cake to consumers. Double pages were used in women's magazines.

While this campaign was in progress, the bakers' Crisco department made an investigation for the purpose of determining certain basic facts with regard to the consumption of what might be termed "desserts." It found, as a result of this survey, that cake is served at three meals a week. That fruit is served at from three to four meals a week. That pie is served at from two to three meals a week. That other desserts are served at from two to three meals a week. *And that no dessert at all is served at from five to six meals a week.* (All these figures are excluding breakfast.)

This little tabulation brought out two important points: One is that at a number of meals two desserts are served. The other is that at a large number of meals and a number that is probably tending to become larger, no desserts at all are served.

In view of the current fad among the American people toward dieting, and particularly away from sweets, it was decided the greatest obstacle, insofar as the company and the baker were concerned, was the trend toward no dessert. It was but a step from this to the formulation of an interesting bit of strategy in the battle for stomach space.

Said the company in effect: Nature placed certain limitations on the stomach. Current thinking, with particular reference to dieting, has placed additional limita-

GOOD COPY

When good copy has described a fine product the reader does not ask "What is it?"

His question is much more likely to be "Can I get it for myself?"

**HAWLEY
ADVERTISING
COMPANY
Inc.**

**95 Madison Ave.
New York City**

**Ours is an
EXCEPTIONAL POSITION**

**... and should be
of unusual interest to
A SMALL AGENCY
or
A LARGE-CALIBRE
INDIVIDUAL
with his own accounts**

WE believe that, in such economic periods as we are at present experiencing, it is safe to assume that some smaller advertising agencies, as well as some free lances of real ability, experience difficulty in financing and properly servicing their accounts.

We are a Chicago advertising agency of moderate size, capably staffed and securely financed. Our confidence in the future is such that we believe this is the psychologically proper time to undertake expansion . . . and our position is exceptional in that we are able to do so.

To effect expansion quickly and efficiently we will consider taking over on exceptionally attractive terms the business of a small agency serving desirable accounts, or will offer an attractive proposition to a free lance with accounts which our staff can satisfactorily co-operate in serving.

Among our qualifications is a unique "set-up" by means of which we are able to render literally EVERY type of advertising and merchandising service to our clients, including even direct mail, which we can supply at manufacturer's prices.

We invite the correspondence of agency principals, or free lances whose records are clear. Our own staff is familiar with the contents of this advertisement.

All communications will be held in strict confidence. To be considered complete details must be given in the first letter.

Address "T," Box 55, Printers' Ink, 6 North Michigan Avenue, Chicago, Ill.

tions on the American stomach. Therefore, if we are to make any progress in getting people to consume more cake we will have to sell the general idea of desserts, and in that way, do what we can to lessen the number of meals at which no desserts are served. In other words, we will not advertise merely cake as a dessert; *we will advertise all sorts of desserts so as to increase the general consumption of desserts.* Then we will advertise cake as a companion to these other desserts.

This is how the idea was explained to bakers in an advertisement in the business press:

A recent survey, made in twelve States, indicates that a typical family serves cake at only three meals a week! And does without dessert five or six times a week, not counting in breakfasts.

If cake were eaten at only one more meal a week in each home, cake sales would jump 33 per cent overnight.

Fresh and canned fruits, ice cream, puddings and a dozen and one other quick desserts contend with cakes for popularity. Here is real competition.

The most effective way to meet this competition is not to fight it—but to turn these rivals into allies, by suggesting your cake as a companion to other desserts. This will help combat the dessertless meal, too—by showing how attractive desserts, in endless variety, can be prepared simply and quickly.

In the June 13 issue of a general publication, this idea is made the basis of a double-page advertisement in colors. "Homey Desserts Are a Snap to Serve—with these Cakes the Baker Makes," is the heading. The copy reads:

When the thermometer's going up, who wants to stew in the kitchen making fussy desserts? Right down the block, waiting for you to discover them, are cakes that taste just like home made. Grand thick gooey icings, spread on a bit unevenly that make you want to cut right in. Cute little cup cakes that taste grand, and often cost as little as two for a nickel! Crisp baker's cookies make just those in-between bites that fit in with cool summer drinks.

Try them. If you haven't tasted cake lately, as good bakers know how to make it, you'll be treated to a pleasant surprise. The whole secret is that good bakers know how important fine ingredients are—that's why they use the best—the best

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CHARLES W. CORBETT
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RUARY, 1930, SERVED
SO FAITHFULLY AS
ADVERTISING DIRECTOR
OF NEEDLECRAFT
MAGAZINE.

WE JOIN HIS HOST OF
FRIENDS THROUGHOUT
AMERICA IN MOURNING
HIS LOSS.

NEEDLECRAFT PUBLISHING
COMPANY

Many Men, of Many Minds . . .

They are the readers of PRINTERS' INK MONTHLY and for them the June issue is made to order.

The following articles will be to the fore:

Advertising and the New Economics

By C. J. Masseck, who asserts that advertising must make an adjustment in the near future to conform with the newer trends in economic thought. You will be thinking in these terms about advertising and agencies a year or two from now.

Charge It to Advertising

By C. B. Larrabee, who lists advertising expenditures under three headings: White list—legitimate charges; Gray list—semi-legitimate charges; Black list—charges which have no place in the advertising appropriation. These lists are on one page. Check the items against your expenditures.

Have You a Theme in Your Business?

By Arthur T. Lewis, who says that the use of the theme in radio advertising is extensive but in printed media it is little used. He gives reasons for its usefulness.

Facing the Sales Personnel Problem

By George Biggs, who says it costs too much to sell. You know that too.

Read what the author has to say about the proper management of men.

These Impersonal, Economic Forces

By Roy Dickinson, who says it is time to stop confusing tightening of the belt with general wage reduction. This article is one for executives who have been reading the daily statements of industrial and business leaders concerning business conditions. If the statements have left you groggy, here is a masterly treatment of the subject—lucidly presented.

There are many other articles in the June issue. Readers of *Printers' Ink Weekly* who are not subscribers to *Printers' Ink Monthly* are urged to send in \$2.00 for a year's subscription. Or 25 cents for the June issue, to see what it's like.

PRINTERS' INK MONTHLY:

185 Madison Ave., N. Y.

I want the June number of *PRINTERS' INK MONTHLY* and the rest of the 12 issues. Send copies and bill for \$2.00 to:

Name

Company

Title

Street

City State

fruits and nuts; the richest chocolate; the finest flavorings. And for shortening: butter and Crisco. Bakers know that Crisco makes a most tender and delicately flavored cake.

Yes, a rich moist baker's devil's-food cake or a fluffy sponge cake makes a wonderful dessert itself. But when some of your family demand "fancies and fixings," you'll find eight ways on this page to whisk desserts together without even opening the door of your oven.

In the meantime, you'll be cutting off a big slice of spare time for yourself. What we women need is more vacations from our kitchens!

There are eight illustrations on the page, each one showing how cake, when served with another type of dessert, makes an ideal combination. In developing this phase of the campaign, the bakers' Crisco department is writing to manufacturers of desserts for the purpose of getting their co-operation.

The consumer campaign will consist of double pages, in color, in a national weekly and two women's publications. The baking industry is being kept in touch with the campaign through double-pages and 4-page inserts in leading trade papers. A list of 25,000 bakeries is being circularized.

In addition, the idea is being explained to the bakery trade by the large corps of Crisco salesmen who call on bakers. These men have been provided with an elaborate sales kit and advertising portfolio.

Changes in Bartlett-Orr Staff

Isaac Van Dillen, formerly treasurer of the Bartlett-Orr Press, New York, has been made president, succeeding Edward E. Bartlett, who has become chairman of the board. Albert E. Lobeck, formerly comptroller, has been made treasurer, and O. Alfred Dickman, production manager, has been elected secretary.

Joins "The Merchandise Manager"

Mrs. Louise V. Sloane, recently with *Good Housekeeping*, in the interior decorating studio, has joined *The Merchandise Manager*, New York, as home furnishings editor.

Thomas Dwyer with Buffalo "Times"

Thomas Dwyer, formerly manager of financial advertising of the Buffalo, N. Y., *Courier-Express*, has joined the Buffalo *Times* in a similar capacity.

Is Business Mourning?

NOW, it appears, even the public's color preference is dominated by good and bad times. Last August *PRINTERS' INK* reported that the color preference in automobiles had turned to black, while blue had fallen to second place. These facts were brought out by the Automobile Color Index issued by du Pont.

The 1931 May indices follow:

1. Black	220
2. Blue	122
3. Green	68
4. Maroon	62
5. Brown	61
6. Grey	51

Says du Pont, "Black has climaxed ten months of leadership with a new peak. The continuation of black as a finish of high fashion for automotive use at the present time, coupled with the relatively low index recorded for black during the boom years of '28 and '29 would seem to indicate that prosperity breeds spontaneity in the use of color. In this connection, color appears as a sort of barometer capable of giving expression to the spirit of the times. A return to business normalcy would seem to be the one expedient capable of successfully combatting the dismal, ubiquitous ennui which has so far invaded the mode. The demand for bright colored wire wheels and door saddles upon otherwise black cars may indicate that the public is preparing to champion gaily colored motor cars soon."

J. C. Davis Joins Lavin Agency

James Corliss Davis, formerly with the Boston office of Doremus and Company, Inc., and with Batten, Barton, Durstine & Osborn, Inc., New York, has joined Lavin & Company, Inc., Boston advertising agency, as an account executive.

New Account for Gale & Pietsch

The Edward J. Joyce Filing Company, Chicago, loose leaf systems, has appointed Gale & Pietsch, Inc., advertising agency of that city, to direct its advertising account. Magazines and direct mail will be used.

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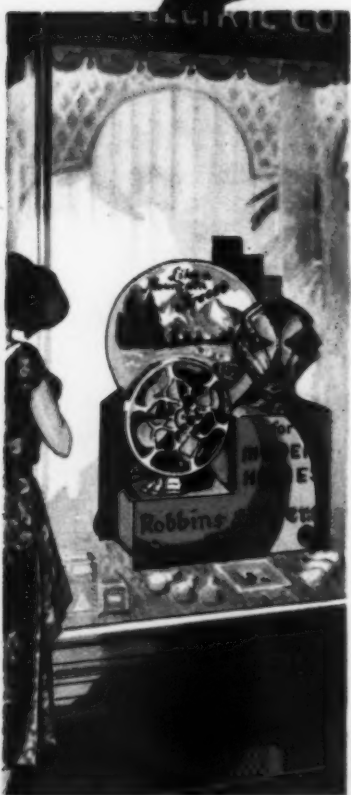
Emile R. Weadon

TO THE OFFICE OF VICE-PRESIDENT
OF PAUL BLOCK AND ASSOCIATES

•

MR. WEADON HAS BEEN ASSOCI-
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OF YEARS, AND HIS MORE
IMPORTANT WORK OF THE
FUTURE WILL, I AM CERTAIN,
MEAN A GREAT DEAL TO
OUR CLIENTS, OUR COMPANY
AND MYSELF.

Paul Block



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s . . . ll gladly tell you of (1) his new and modern equipment; (2) his
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policy.

ERIE

THOGRAPHING & PRINTING CO
RIE PENNSYLVANIA

• • • POSTERS • • •

WINDOW AND DEALER DISPLAYS

THOGRAPHED COLOR ADVERTISING

Announcing

that hereafter the advertising of

DOROTHY GRAY

will be executed by

MARK O'DEA & COMPANY

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How Shall We Compensate Our Best Jobbers?

Quantity Discount on Ascending Scale Seems Best Method of Giving Distributor His Just Due

NEW YORK

Editor of *PRINTERS' INK*:

We have maintained a policy for some years whereby we have the exclusive support of our jobbers on the particular lines that we manufacture. Our interest now is to compensate these outstanding jobbers who actually try to co-operate with the manufacturer in the smooth, steady flow of merchandise from manufacturer's door to retailer's counter and who, through their extra efforts, are making real merchants out of their dealers.

We have felt that "adjusted compensation" for large volume jobbers was unsound because it does not distinguish between those jobbers who do a large business just through sheer bulk and those who do a large business through real salesmanship.

We should like to find out, if possible, what other manufacturers have done to provide their distributors with an incentive and reward for sensing the modern trend of merchandising and putting their affairs in shape to survive in the ever increasing struggle to lower the cost of distribution. In other words, we are not interested in paying any jobber, no matter how he operates, a premium for giving our line a little extra push because we feel that this would be temporary at best and would result in an increase rather than a decrease in the cost of distribution. What we want to do, however, is to share with the distributor any saving that can be made for us in selling, clerical or distribution expense.

WHEN a manufacturer talks about co-operation from the jobber, he usually means that he wants to find out some workable method of inducing the jobber to do specialty selling. This perennial problem (it is more acute now on account of the increase in selling resistance) has been discussed frequently in *PRINTERS' INK* during the last few years. However, since receiving this letter from a prominent manufacturer, who asks that his name be not mentioned, we have checked up on various sources of information and worked the whole proposition over in our own mind to see what, if any, new light could be offered.

According to the best thought

on the subject—and we see no reason to disagree—the only sound and practicable way to induce the jobber to do specialty selling steadily and consistently is to make some clean-cut arrangement whereby such selling will be to the financial advantage of the jobber and his salesmen—strictly a two-way proposition.

If such an arrangement amounts to anything it cannot be of the flash-in-the-pan variety that affords a temporary stimulus to trade in time of need; it has to be a recognized part of the regular every-day policy of the organization. After much experimentation manufacturers have found that the one best way to confer such advantage is by offering an ascending scale of quantity discounts.

The standard discount, offered by the manufacturer to all recognized jobbers without regard to quantity handled, may be, let us say, 15 per cent, plus the usual amount off for cash within a certain period. But if a jobber, in a stated time, such as a month, three months or six months, purchases goods in excess of a certain minimum, he may thereby become entitled to a discount of 15 and 5. From there it may go on up to 15 and 8, 15 and 10 or whatever figure the manufacturer thinks he is justified in offering bearing in mind that he must realize a certain percentage of net profit. It is understood, of course, that the figures we are mentioning here are purely for purposes of illustration and do not purport to give an accurate picture of discounts actually allowed under this system.

If the discounts are made sufficiently liberal the jobber is going to have a real incentive for pushing the manufacturer's goods. He can accomplish this in part through his advertising—through his cata-

log, if he has any, and in his business-paper space. Another thing the jobber usually does under such circumstances, however, is to pass along to his salesmen part of the advantage he gets from the manufacturer. He may offer the salesmen a certain bonus when and if they pass a prescribed minimum quota. He can give them prizes, usually a hit and miss temporary expedient. The only resultful way is to have a bonus offer in effect all the time which can add a specified amount of money to the salesman's regular income, thus making the extent of his compensation from the company depend strictly upon the amount of merchandise he sells.

It must be remembered that the jobber may have scores or even hundreds of items his men must merchandise to his trade. There is such a thing possible, therefore, as putting on too much pressure in the way of specialty selling; his other goods may suffer to the detriment of his net returns. He has to turn pretty much his whole stock if he is going to get anywhere; he cannot center his efforts too much on a few items and still make a satisfactory profit.

Discount Must Be Large Enough to Count

If, therefore, he is going to be induced to go along with the manufacturer in the way of specialty selling, the quantity discount has got to be sizable enough really to amount to something. Here is a place where the manufacturer obviously has to do some careful thinking; the discount must be sufficiently large to stand out from the common herd in the jobber's mind and still be small enough for the manufacturer to be assured of a fair return on his investment. In fixing his discount scale—strictly a proposition for individual effort to which no general rule can apply—the manufacturer must bear in mind the probability of securing faster turnover; this often more than neutralizes the effect of the higher discount on the individual sale, and even yields more profit in the long run than would strict adherence to the reg-

ular jobber discount plan without regard for quantity output.

And then the proposition looks better to the jobber if consumer acceptance for the merchandise has been established through advertising and is being kept alive by the same means. The manufacturer has to keep pounding away on the consumer and the retail market. What some producers understand by specialty selling is that they can simply make the merchandise, dump it down on the jobber, depend on him to do the selling and then watch the profits roll in. This is an old conception of the function of the manufacturer, and one that some of them have never succeeded in growing out of.

With the quantity discount as a basis, interest can be kept alive by an occasional sales contest. Contests are necessarily temporary in their effect but, if properly administered, they can often supply a valuable stimulus in times of specific need.

Another way to co-operate with the jobber and help him rise to the upper brackets in the quantity discount system is by means of the missionary salesman—an idea that seems to be getting stronger all the time. The most satisfactory way of working this is usually for the missionary to co-operate in a team with the jobber's salesman covering a stated district. All sales the missionary personally makes should be credited to the jobber in some way or other. One popular plan is to allow the jobber a reduced commission on all sales made by the missionary up to a certain figure; past that figure the quantity discount applies. Many manufacturers, however, jump right into a jobber's territory, pay all the expense of missionary selling and give the jobber all the credit. This is somewhat expensive but it often proves to be a good investment in that it makes the jobber entitled to a larger discount on an ascending scale, and thus helps maintain his friendly interest in the goods.

If a manufacturer will vigorously and intelligently apply himself along the lines suggested here

"Tuning In"

ON THE

Millionaire Wave Length

IF YOU have something to sell—a product or a service in the luxury class—where your best market is made up of people of more than ordinary means, advertise in **THE BARRON GROUP**—*The Wall Street Journal*—*Boston News Bureau*—and *Barron's, The National Financial Weekly*.

This group of financial publications gives national coverage of all people to whom the daily news and trends of action in Wall Street are of vital importance.

Here is a special millionaire wave length for national advertisers to "tune in" upon—a national newspaper circulation of the greatest potential buying power. It reaches, without waste circulation, the greatest number of people who have the most to spend as individuals on fine homes, golf, automobiles, travel, and other luxuries and necessities.

A special rebate covering all three papers of
THE BARRON GROUP

This special rebate will be quoted to advertisers or advertising agencies upon application.

Address either: E. B. Ross, Advertising Department of *The Wall Street Journal*, 44 Broad Street, New York City, or Gay Bancroft, Advertising Manager of *Boston News Bureau*, 30 Kilby Street, Boston, Massachusetts

The BARRON GROUP

The Wall Street Journal

Boston News Bureau

Barron's, The National Financial Weekly

he can have a valid reason for refusing to yield to the pernicious advertising allowance policy. This is bad and dangerous all the way through, and yet it seems to be the one form of alleged co-operation that seems most popular among jobbers.

Looked at in one way, they cannot be blamed for liking it. If they can get a manufacturer to make a blanket allowance reaching to an arbitrary figure, or even based ostensibly on a certain percentage of purchases, they are in a strategic position to hog the whole thing if they are so inclined—to stick the allowances into their pockets or wherever it is where allowances are put and go right on as before with the manufacturer holding the bag.

There are a few instances—we know of one, offhand—where advertising allowances made to chains and jobbers are actually devoted to the purchase of advertising. In most cases though the allowance

is simply a proposition of paying tribute to big distributors—having the payment practically forced at the distributor's own figures. Big jobbers and retail mail-order houses will wax very indignant if you ask them if they accept advertising allowances from manufacturers. Yet some of them are constantly standing, hands behind backs, waiting for such favors.

When the size of discounts is rigidly based on the quantity of merchandise actually sold, the picture is entirely different. There is nothing to be ashamed of, nothing to hide; every jobber knows that he is going to get the same discount any other jobber gets—if he can sell the merchandise to entitle him to it.—[Ed. PRINTERS' INK.]

New Business at Madison

Radio Advertising, Inc., is the name of a new business formed at Madison, Wis. Members are Arthur Towell, John R. Egan and Owen Lyons.

Have you seen samples of the new photo reproducing process?



Cutouts of those Texaco listening dogs were made by Vitaprint Process

Vitaprints

Are now being used by leading national advertisers.

For display pieces, inserts, tip-ons, folders and wherever photos in large quantities are used, Vitaprints can do the job at a fraction the cost of photography.

Let us send you samples

The Vitaprint Process Co. 729 S. Wabash Ave., Chicago
295 Madison Avenue, New York

Long or Short Term Advertising Commitments?

(Continued from page 6)

say. None of these is positive in his opinion.

Geo. E. Harris, of the Dauchy Company, stated that "We cannot see that the actual cost of the agency service is increased as long as the volume is not decreased. When volume decreases, the ratio of costs automatically increases."

E. D. Winus, of the Anfenger Advertising Agency, Inc., says: "Probably is decreasing costs as 'hand-to-mouth' buying of advertising eliminates rush periods. General cost of agency service is higher because advertisers are feeling their way—much service is required with curtailed billing."

Harold D. Frazee, of Harold D. Frazee & Co., Inc., believes that "Whereas this condition does not necessarily increase costs, it does increase detail work."

Here are some of the reasons given why short-term planning is increasing the cost of agency service.

"More meetings, more changes in plans, more expediences, more new ideas. But it makes for more effective advertising."—Carl Reimers, Reimers & Whitehill.

"Increasing costs—due to sudden decisions and resultant hurry. Frequent changes upset plans."—J. P. Callaway, Callaway Associates, Inc.

"Increasing cost—both to us and to client."—H. J. Winsten, Hadden & Company, Inc.

"Increasing cost of rendering and broadening scope of service."—Edward R. Grace, Grace & Holli-day.

"Increasing the cost considerably, because of clients being more careful about their expenditures and expecting a great deal more for their money."—A. J. Carpenter, Carpenter Advertising Co.

Among those who can see no appreciable change in the cost of rendering agency service are the following:

"Anyone affected by chain store growth in any form will find here ammunition galore!"

—From the foreword by J. I. Romer, Editor, *Printers' Ink*.



The CHALLENGE of CHAIN STORE DISTRIBUTION

By M. M. Zimmerman

IMPARTIAL facts on the most controversial problem before business! An answer to ill-advised anti-chain legislation. Ammunition for chain store operators. Hints for retailers. Outlet aids for manufacturers. The last word on the economics and business value of chains—the result of months of field study. Answers to questions like:

Does chain store expansion tend toward monopoly?

What new buying and selling methods are independents and manufacturers using to meet chain competition?

Can the manufacturer eliminate the chain from his distribution plan?

Can manufacturers work with chains and still preserve good will of independents?

What effect has chain advertising on the nationally advertised product?

In *Printers' Ink* this material created a sensation. In book form it is unquestionably the fullest, most authoritative discussion of chains. **Price, \$5.00**

FREE EXAMINATION COUPON

HARPER & BROTHERS, P.O. 6
40 E. 33rd St., New York.

Send me postpaid *The Challenge of Chain Store Distribution*—\$5.00.

☐ I will remit \$5.00 in 10 days or return book.

☐ Check is enclosed. ☐ Send C. O. D.

Name

Street

City

Business Connection.....

(Please fill in)

"No change; the organization simply works harder at some times than others."—H. E. Lesan, H. E. Lesan Advertising Agency, Inc.

"We do not think the cost of rendering agency service would be seriously affected by such change."—Elmer S. Horton, The Larchar-Horton Co.

"It about evens up. Some for whom we make long-term plans, change and then the plans have to be reviewed. Short-term plans are less likely to be changed. Short terms do not involve as much work at any one time. The long-term plans that are not changed decrease costs, but the plans that are changed, increase them. So they about even up with the result that our costs are about the same."—John Falkner Arndt, John Falkner Arndt & Co.

"It is increasing the strain and worry, but not appreciably decreasing agency overhead."—H. A. Stebbins, Erwin, Wasey & Co.

And finally here is a summing up as voiced by R. O. McKeown, of A. J. Denne & Co., Limited:

"As we look at it, this general trend toward short-term commitments, and day-to-day demands for agency service, by advertisers, are in sympathy with the constantly changing tempo of all distributive functions.

"Salesmen who used to cover the trade twice or three times a year, are now on the road fifty weeks out of the fifty-two. Merchants who used to commit themselves to heavy placing orders, once or twice a year, with sorting orders at frequent intervals, now buy in dozen lots every few days, if sources of supply can conveniently handle material this way—and many are forced to. The fear of loaded inventories, in the face of dropping prices, quite naturally influences this tendency to let the manufacturer, or wholesaler, 'hold the bag.'"

* * *

And that's the picture as it stands today. Most of the advertising agents seem to think that short-term commitments are a temporary condition resulting from

Do you want Orders from England?

An opportunity occurs for a talk at your desk with an English business man now in New York on a short trade trip. He knows the English market thoroughly—its marketing and advertising problems—and can give valuable guidance to interested enquirers. He represents the London Advertising Agency Spottiswoode, Dixon & Hunting Ltd. of Regent House, Kingsway, London, which has many advertising successes to its credit.

Make a date promptly

Mr. F. H. SCHOOLING

Care of Dean and Dawson, 512 Fifth Ave., New York

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But after reading the remarks of these 264 agents, I am inclined to believe that "normal" times in the advertising business will never return. There are indications that this trend is not as new as it seems, that it started long ago, that present conditions merely hastened it.

It is quite possible that it will have a cleansing effect on advertising. There is much to be said in favor of keeping the advertising appropriation flexible. And the benefits of such a practice are dependent upon the ability of the advertising agency to alter plans and lists in order to meet changing conditions throughout the year.

It is a vital question that may grow into a tremendous problem or into a blessing. Everyone interested in the future of advertising would do well to keep his eyes peeled for further developments.

New Account for Williams & Cunyningham

The Gunite Corporation, Rockford, Ill., cast brake drums and general castings, has appointed Williams & Cunyningham, Inc., Chicago advertising agency, to direct its advertising account, the executive committee of the company has announced. This executive committee includes D. P. Forbes, president; J. A. Forbes, secretary-treasurer; E. J. Mohr, sales manager, manufacturers' division; and L. R. McCullough, sales manager, replacement division.

Magazines, business publications and direct mail will be used.

Purchases "Linens"

The Haire Publishing Company, New York, has purchased *Linens*, effective with the July issue, from the Hoffman Publications, of that city. Robert J. Thornton, recently general manager of the Perry L. Smith Publishing Corporation, is business manager of the newly acquired publication. Before joining the Perry L. Smith company he was formerly with *Linens*.

Harry J. Fox has joined the staff of the Haire publications as manager of the advertising copy department.

Col. A. F. Lorenzen Now a Brigadier-General

Colonel A. F. Lorenzen of the Illinois National Guard, president of Lorenzen & Thompson, Inc., publishers' representative, has been appointed a brigadier-general on the retired list by Governor Louis L. Emmerson. He has been a member of the Illinois National Guard for twenty years.

Unapproached

influence and penetration in the vast textile, apparel and related industries make the Fairchild Publications

A SELLING POWER of BILLIONS

Fairchild Publications

8 E. 13th Street, New York, N. Y.

WANTED A SALESMAN A REAL ONE

One who can tell us just what he has sold, for whom, under what conditions and in what quantity.

Experience in selling advertising helpful but not essential. We are one of the largest concerns in the graphic arts, specializing in one process. Our customers are the national and larger local advertisers.

We have cheap price competition but our successful salesmen overcome it by selling our product and by having original ideas and suggestions.

Hard work and brains are well rewarded. Commission basis with reasonable drawing account. Order takers do not succeed with us. Real salesmen do. Give full details, experience, personality, contacts and income requirements.

Address "U," Box 54
Printers' Ink

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1883 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHland 4-6500. President and secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 6 North Michigan Avenue, Gove Compton, Manager.

Atlanta Office: 87 Walton Street, Geo. M. KOHN, Manager.

St. Louis Office: 915 Olive Street, A. D. MCKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager. San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50. Classified, 75 cents a line, minimum order \$3.75.

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NEW YORK, JUNE 11, 1931

Whose Money Is It?

A Chicago advertising agent, needing some money, went to his banker to attempt to negotiate a loan. He took with him orders signed by two responsible clients for work to be done within the next three months that would bring him a net profit of around \$15,000. He wanted to show the banker some tangible evidence of his ability to repay the modest loan within the stipulated time.

"The trouble with you," was the banker's rather surprising rejoinder, "is that you apparently want to do business on other people's capital."

The agent naturally could not deny the charge, for such it was. But he came back at the banker with this:

"When, may I ask, did you start running this bank on *your* own money?"

He got the loan. The advertising campaigns of his clients are now in the works. Eventually he will get his pay for them, and can then liquidate his indebtedness to the banker. Meanwhile he is paying his bills promptly and is not having to lay off any employees. He is producing some profitable business for publishers, engravers, printers and paper manufacturers. Through the advertising he has planned and executed he may reasonably expect to add to the resources of his clients, and thus help them pay their bills, and keep their employees at work.

All of which is a constructive service to business in general—a service that might have been side-tracked had the banker persisted in his original thought that there was something strangely presumptuous about an advertising agent who wanted to use some capital other than his own.

Whose money is it that some bankers are refusing to loan these days? Making all due allowances for the need of proper conservatism, it would seem that consideration of this question ought to clear the way for a number of business-building programs which, we are told, would start right now if they could be financed. An advertiser knows that to make money from his advertising, he has to spend money. How can he invest enough of it to meet his present extraordinary business needs if the banker takes too constricted a view as to who owns the money in his vaults?

Too Much Turning the Corner

A Middle Western manufacturer of our acquaintance was having a consultation with a La Salle Street banker about the common stock of a certain large organization which has been having a rather sorry time of it for the last year. The manufacturer's holdings in that stock are rather uncomfortably large, and he was seeking expert counsel.

"That is a conservative and sound company," the banker replied. "But it has lost the confidence of its larger stockholders—and certainly that of the invest-

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ment houses—because of its foolish persistence in painting a rosy picture regardless of the conditions shown forth in its balance sheet. Four successive times during the last year the president of that company has issued a statement declaring that the business had turned the corner. I sympathize with him in his efforts to keep everybody cheerful. But he is building up a lot of trouble for himself in everlastingly pointing to the sunshine that he imagines is behind the clouds."

This unhappy president has by no means a monopoly on the "turning the corner" talk. We hear it almost every day, and we agree with our manufacturer friend who thinks it should be stopped.

If the business in question has turned the corner four times during the last year it has now presumably got back to the point of beginning—granting, of course, that there are four corners. But maybe it is a pentagon or even an octagon. We may be a bit rusty in our geometry, but we imagine that if a business keeps constantly "turning the corner" it is running around in a circle, regardless of the number of the corners and sides to be traversed.

How many are in favor of using some other term when they want to talk optimistically of the business outlook? The ayes have it.

Topsy-Turvy Economics

One of the current afflictions of business is a malady that might be called "chain-store economics." That they may constantly keep offering bigger and better bargains, the chains are bringing frightful pressure to bear on their sources of supply. They are demanding lower prices, bonuses, free goods and every sort of concession. To meet these demands the seller often must accept the business at a loss. In many cases, to continue operating at all, the manufacturer who sells chain-dominated trades feels called upon to reduce wages, cut personnel, decrease sales promotion and generally lower his standards.

The chains justify their policies on the score of competition. They

explain: "We've got to keep our merchandise competitive. Anyway we are benefiting the public. We are enabling millions of consumers to profit at the expense of a few hundred producers."

But is that reasoning logical? Is it possible to ruin the producer and at the same time benefit the consumer? We don't think so. The buying power of the consumer is dependent on his capacity as a producer. Reduce his earnings or cut down his means of livelihood, and his ability to buy is reduced correspondingly. Actually, then, the chains are destroying the buying power of their own customers when they harass the manufacturer with unreasonable demands.

We find a good example of this at present in the farm produce situation. In recent weeks the chains, in many places, have been using eggs as leaders, frequently offering them below cost. As a result, the wholesale egg market broke badly and has not yet been stabilized. The same thing has been going on in butter for years. The American Association of Creamery Butter Manufacturers claims that the practice has been creating havoc among butter producers. The chains, in other words, are hitting at their good customer, the farmer.

And has this price-baiting on farm produce done any good? No. In spite of the reduction of 2 cents a quart on milk to the farmer, in some communities, the consumption of milk has decreased 10 per cent. A 10 cent reduction in eggs to the producer is accompanied by a decline in consumption. And of course butter sales are dropping.

The reason for this phenomenon is that no species of economic legerdemain has yet been found that makes it possible to take money out of the producer's pay envelope and to put the same money back in the consumer's pocketbook.

Try Advertising, Mr. Kreuger

"The reputation of Swedish safety matches is so well established that they command considerably higher prices than others and it is

therefore to be expected that the sales of these matches will not be materially affected for some time to come. As it may be found necessary, however, to sell competitive grades of safety matches at comparatively low prices the company has made arrangements with a domestic manufacturer to furnish whatever quantities of such matches it may require when they cannot be profitably imported from abroad."—Ivar Kreuger, president, International Match Corp.

May we suggest, Mr. Kreuger, that instead of attempting to meet competition with low prices—if the market for Swedish matches should start to dwindle—you let American consumers know that Swedish matches are better matches (if they are, as you say). If you fear low price competition, then the reputation of Swedish matches cannot be so well established as you contend. If your matches really are better, and you will tell Americans that, they will buy your matches.

Americans have ever been willing to pay a little more for something better. But they must be told why it is better and most manufacturers of quality goods have found advertising the best way to do this.

Go to a reputable advertising agent, Mr. Kreuger, and ask him how you can stimulate the sale of Swedish matches. You can't do it by securing a monopoly, as you have done in other countries. But you can do it by making a superior product, pricing it right (so that even you may make a profit) and advertising it.

But the chances of making much headway, by joining in a price war with inferior goods, are slim. In the majority of cases, nobody ever wins a price war.

Better try American marketing methods, Mr. Kreuger.

Convention Guidance—

Annual conventions of the Advertising Federation of America often are criticized as being too much like a three-ring circus. What is going on in the convention sessions is confus-

ing enough. But added to this, the speakers have to compete with sightseeing and time out for business contacts.

It is not surprising that, after a convention is over, delegates wonder where the time went and whether there have been delivered to them all the helpful things that were promised.

Awaiting the delegates to the convention in New York, next week, is a battery of more than 150 speakers. It is going to take more than luck for a delegate to place himself within range of receiving the greatest amount of good from the addresses. True, the convention has been planned for him but the planning, necessarily, has been broad in scope.

The wise delegate will carefully study the program and plan to adjust it to his needs. If he has attended many advertising meetings, he will know which of the perennials he will want to cut and which he will want to see and hear again. A prearranged schedule will assure him that he is going to know beforehand just what speakers and topics he will want to cover and insure him against missing out on some subject of timely importance to his individual needs.

Six Billion Dollars

Uncle Sam was offered six billion dollars last week, at the low rate of 3½ per cent interest. He had asked for \$800,000,000. Deduct one-third or even one-half of that sum, in recognition of the fact that many of the bids were not bona fide, inasmuch as an over-subscription was expected, and the remaining sum is still stupendous.

After a year and one-half of perhaps the worst depression this country has ever known, there is still a purchasing power of billions. It would not be proper to call this idle money. Much of it has been invested in other channels. But it does dramatically demonstrate the ability of the nation to buy everything from pneumatic riveters to peanuts—*provided* these can be made more attractive than a Government bond at 3½ per cent.

Newell-Emmett Company

Incorporated

Advertising • Merchandising Counsel

40 EAST 34TH STREET
NEW YORK

HERE IS A LION STORY
Familiar, but let us tell
it again because of its
bearing on the produc-
tion of good advertising.

The lion was reproached
for the smallness of its
brood. "Yes," was the
reply, "but they are all
lions."

"NOT HOW MUCH, BUT HOW WELL"

Program Completed for A. F. A. Convention

BUSINESS sessions of the convention of the Advertising Federation of America will get under way in New York with a general session luncheon on June 15. All general and departmental sessions, will be held at the Hotel Pennsylvania, with the exception of the meetings of the National Industrial Advertisers Association which will be held at the Hotel New Yorker.

Addresses of welcome will be delivered by Governor Roosevelt, Mayor Walker and Charles E. Murphy, president of the New York Advertising Club. Gilbert T. Hodges, president of the A. F. A., will talk on "The Place of Advertising in the Reconstruction Period." Dr. Glenn Frank, president, University of Wisconsin, will discuss "Business and Its Appointment with Destiny." A talk by Kenneth Collins, executive vice-president of R. H. Macy & Company, will conclude the opening session.

The annual banquet will be held on June 16. Speakers will be Sir Charles Higham, of London; Alfred E. Smith, Governor Albert J. Ritchie and Strickland Gillilan.

A third general session will begin with a luncheon on June 17. Speakers and their subjects will be: C. M. Chester, Jr., president, General Foods Corporation, "The Manufacturer Looks at Advertising"; Bruce Barton, Batten, Barton Durstine & Osborn, Inc., "A Better Understanding of Human Nature"; C. F. Kettering, vice-president, General Motors Corporation, "The Advertising Idea"; D. F. Kelly, president, The Fair, "A Merchant Looks at Advertising"; Edwin Gruhl, vice-president and general manager, The North American Company, "Minus Costs," and Miss Marion C. Taylor, president, The Fashion Guild, "A Better Understanding of the Public Taste."

In addition to those departmental programs previously reported, pro-

grams for the following groups have been completed:

AGRICULTURAL PUBLISHERS ASSOCIATION

June 16, morning: W. C. Allen, president of the association and publisher of the *Dakota Farmer*, presiding; Bruce Ashby, associate advertising manager, General Foods Corporation, "Farm Paper Selling as It Looks to the Advertiser"; E. M. Pattison, Chicago manager, Silent Glow Oil Burner Corporation, "Merchandising from the Dealer's Standpoint"; G. W. Gaffney, advertising manager, American Agricultural Chemical Company, "Adopting Farm Paper Advertising to Its Most Profitable Use."

Afternoon: Stewart L. Mims, vice-president, J. Walter Thompson Co., "The Neglected Opportunity of the Farm Paper," and J. Sidney Johnson, advertising manager, Western Grocer Co., Marshalltown, Iowa, "Merchandising from the Viewpoint of the Jobber."

WOMEN'S FEDERATION

June 17: Meeting will start with an informal breakfast and continue until noon-time. Miss Jeanette Carroll, president of the Federation of Women's Advertising Clubs of the World, will preside. Speakers, who will be introduced by Christine Dawson, president, Detroit Women's Club, will be: Gilbert T. Hodges, "Women in Advertising"; Mrs. Anna Steese Richardson, *Woman's Home Companion*, "What 20 Million Women Want," and Catherine McNelis, publisher of the *Tower Magazines*.

MAGAZINE GROUP

June 16, morning: Earle L. Townsend, *Home & Field*, presiding. Speakers and their subjects will be: John B. Kennedy, associate editor of *Collier's*, "Blue-Pencilled Biographies"; Harford Powel, Jr., H. B. Humphrey Company, Boston, "More Golf in Business and Less Business in Golf"; C. F. Goldthwaite, advertising manager, Canadian National Railways, Montreal, "How a Canadian Views American Magazines," and John C. Esty, J. Walter Thompson Company, "How We Buy Magazine Space."

OUTDOOR ADVERTISING ASSOCIATION OF AMERICA

June 16, afternoon: Samuel N. Holliday, General Outdoor Advertising Co., presiding. Speakers and their subjects: Otis Shepard, poster artist, "The Essentials of Good Copy Out-of-Doors"; Walter J. Daily, sales promotion manager and advertising manager, Electric Refrigeration Department of the General Electric Company, "Our Viewpoint on Outdoor Advertising," George W. Kleiser, president, Outdoor Advertising Association of America, "The Public Policy of Organized Outdoor Advertising," and C. O. Bridwell, director creative department, General Outdoor Advertising Company, "The Application of Outdoor Advertising to Today's Distribution Problems," and Walter L. Chesman, Doremus & Company, "Determining the Place of Outdoor Advertising in the Campaign." G. D. Shewell, General Outdoor Advertising

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Company, will describe a showing of the motion picture "Treasure Island," dealing with the New York market. Kerwin H. Fulton will describe the new national sales company in the outdoor field. Outdoor Advertising Incorporated, of which he is president.

NEWSPAPER PROMOTION MANAGERS

June 15, morning: George Benneyan, of the New York Sun, presiding. Report of a questionnaire on the functions of the promotion department and the duties of a promotion manager will be presented by Francis Nye McGhee, of the Cleveland Press. Report of a questionnaire on the relative value of various types of media for newspaper promotion will be made by Paul Watkins, of the Chicago Daily News. Report of the committee on the use of identical market data by newspapers in the same city will be presented by Douglas Martin, of the St. Louis Globe-Democrat. Report of the committee on a proposed campaign to advertise newspaper advertising will be made by C. M. Puckette, of the New York Times.

June 16, afternoon: Unfinished and new business will be discussed and there will be a talk on "Dramatics in Newspaper Selling," by Douglas Taylor, sales manager of PRINTERS' INK.

Joint meetings will be held on the mornings of June 16 and 17 with the Newspaper Advertising Executives Association. At the June 17 morning session L. E. McGivena, of the New York Daily News will talk on newspaper promotion under the title of "The Stuttering Press." At this meeting Mr. Benneyan will report on the activities of the promotion managers group.

NATIONAL INDUSTRIAL ADVERTISING ASSOCIATION

June 15, morning: George H. Corey, Cleveland Twist Drill Company and president of the association, presiding. Reports of the president and of committee chairmen; Keith Evans, founder and first president of the association will address the group.

Afternoon: Speakers, Paul T. Cherington; Carle M. Bigelow, Bigelow, Kent, Willard & Company, and Edward R. Dewey, Bureau of Census.

Evening: Annual banquet, Virgil Jordan, Business Week, and Strickland Gillilan, speakers.

June 16, morning: Speakerless sessions with presiding officers as follows: Active member group, Julius Holl, Chicago Belting Company; agency member group, Francis Juraschek, Freystadt-Juraschek, Inc.; publisher member group, George Hays, Penton Publishing Company.

Afternoon: Joint speakerless session of all three groups, W. W. French, Dodge Manufacturing Company, presiding.

June 17, morning: Award of prizes for panel exhibits, H. F. Barrows, Austin Western Road Machinery Company, presiding.

Joseph Schwartz has established an advertising business at Red Bank, N. J., under the name of the Monmouth Advertising Agency.

Re Radio

There are new techniques for advertisers who would sell via-the-air.

A pioneer in radio, I have served every department of broadcasting: Production, programs, advertising copy, continuity writer, musician, showman. Programs conceived and carried out in my studio have been famous and indeed the foundation of the present-day air activities.

Some advertising agency seeking to open or enlarge its radio service, might be interested to arrange an interview.

Address "R," Box 52, Printers' Ink

EVER HEAR OF THIS EGYPT?

Located in the South half of Illinois, spending millions in public improvements now—a million dollar fruit crop.

Covered only by

Murphysboro Independent
West Frankfort American
Mt. Carmel Republican-Register
Carbondale Free Press
Lawrenceville Record

Cairo Citizen
Harrisburg Register
Marion Republican
Mt. Vernon Register-News
Eldorado Journal
Centralia Sentinel
Du Quoin Call
Benton Evening News

EGYPT'S ASSOCIATED DAILIES

BOOKLETS On Enameled Paper

Printed in Black Ink	1 M	5 M	10 M
4 Page Folder 5x7.....	\$9.00	\$22.00	\$35.00
4 " " 6x9.....	10.00	25.00	40.00
8 " " 6x9.....	20.00	44.00	75.00
16 " " 5x7.....	35.00	80.00	135.00
16 " " 4x9.....	38.00	70.00	110.00
16 " " 6x9.....	36.00	92.00	157.00
32 " " 6x9.....	73.00	164.00	275.00

Write for prices on other printing

Rue Publishing Co., Denton, Md.

\$1.00 Out of \$4.00 Spent in Health Appeal Advertising

Says James A. Horton of Federal Trade Commission

"IN the year 1929, \$231,000,000 was spent on advertising of which \$60,000,000 related to the health of the consumer," said Mr. James A. Horton, of the Special Bureau of the Federal Trade Commission, in a recent speech before a convention of manufacturers.

In this age of "tested copy" and "tested campaigns," this must be *proof* that advertisers have found the *health appeal* a sure business getter . . . an appeal that always "rings the bell."

From the standpoint of one hundred percent health consciousness and consequent amazing responsiveness, the readers of Physical Culture Magazine are representative of the much-desired *ideal*.



Food products advertised in Physical Culture meet with tremendous housewife acceptance because these women-readers are interested **FIRST** in their own welfare and that of their families. They rely upon this Magazine as a *natural result* of their eagerness for authentic information on how to live, how to eat for health and what to feed the entire family.

Here—in Physical Culture Magazine—is a proven key to a concentrated and influential market which consists of a group of people whose interests *swing logically* to YOUR PRODUCT. There is no guesswork as regards their "state of mind."

Send for a copy of the July issue . . . and see for yourself the type of interesting articles which are winning such unusual reader-confidence.

*The ONE Magazine
devoted Particularly
to Health and Beauty*

JUNE MAGAZINES

VOLUME OF ADVERTISING IN
MONTHLY MAGAZINES(Exclusive of publishers' own
advertising)

	Pages	Lines
The Spur (2 issues).....	99	66,153
Town & Country (2 issues) 87		58,969
Fortune	81	51,350
Country Life	71	47,701
House & Garden.....	74	47,075
Nation's Business	89	38,376
Vanity Fair	60	37,925
Cosmopolitan	84	36,199
The Sportsman	56	35,149
The American Magazine..	77	32,977
American Golfer	51	32,514
Arts & Decoration.....	37	24,948
House Beautiful	39	24,622
Forbes (2 May issues)....	57	24,274
Better Homes & Gardens..	52	23,328
Field & Stream.....	51	21,793
Popular Mechanics	89	19,936
American Home	30	19,169
Review of Reviews	44	18,772
Boys' Life	28	18,700
Popular Science Monthly..	43	18,561
Redbook	43	18,367
American Boy	24	16,464
Motion Picture	36	15,372
Harpers Magazine	68	15,260
Country Club Magazine...	24	14,849
The Scholastic (3 May is.)	34	14,624
Home & Field.....	23	14,610
Physical Culture	34	14,570
System	34	14,479
World's Work	33	14,057
Christian Herald	21	13,958
Magazine of Wall Street (3		
May issues)	33	13,729
The Chicagoan (2 May is.)	32	13,692
National Sportsman	32	13,548
Outdoor Life & Recreation	31	13,330
Normal Instructor	18	12,508
International Studio	17	11,576
Extension Magazine	17	11,377
Golden Book	27	11,372
Atlantic Monthly	46	10,242
Hunting & Fishing.....	24	10,230
Motion Picture Classic...	24	10,145
True Confessions	22	9,488
True Detective Mysteries..	22	9,378
Screenland	20	8,517
Sunset	20	8,396
Psychology	19	8,284
Forum	19	8,015
Elks Magazine	17	7,789
Radio News	17	7,092
Screen Book	16	6,784
Scribner's	30	6,619

HOW ABOUT "THE MAN AT THE TOP?"

Direct your advertising at the heads of business organizations—the men who approve or reject the commodity you sell.

REVIEW OF REVIEWS will take your message to them. It is edited from the business man's view-point. Each month it offers a concentrated interpretation of the broader issues which underlie the economic, political, social and foreign happenings bearing upon American business—matters of consequence and interest to every business man. 3 out of every 5 of its readers are business executives.

The logical medium for reaching the men at the top.

REVIEW OF REVIEWS

For forty years—Pre-eminent
in moulding Public Opinion
and Interpreting Public Affairs

55 Fifth Ave. New York City

» k «

The engraver's scale only measures inches. The brains put into a plate show up in the reproduction. Quite often the best printing results come from an engraving made for the least cost. Let me tell you the best way to make each plate.

ED. KRAMER

Consultant of The Master Color Engraving Co. of N. Y., Inc., 205 W. 19th Street, New York, Telephone, WAtkins 9-6741-42

COLOR	BENDAY	BLACK &
PROCESS	COLOR	WHITE

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LIFE-LIKE PHOTOGRAPHS

PROVIDE ALL THE
REALISM OF PHOTOGRAPHY PLUS
THE SELLING APPEAL
OF ACTUAL COLOR

Let us demonstrate this unique, accurate, low-cost method of photographic tinting for you.

Just send us two black and white prints showing your product and color reference for a Free trial. Give us the size and quantity of prints required. You will be amazed at the low cost of this process.

There is no charge or obligation involved in this offer. Write us today for a test.

LAMBERT FOTO SERVICE
7016 Euclid Ave. Cleveland, O.

	Pages	Lines
Picture Play	15	6,435
Screen Romances	15	6,395
Open Road for Boys.....	15	6,382
Science & Invention.....	15	6,319
American Legion Monthly..	14	6,110
Film Fun	14	6,009
True Experiences	14	5,901
Nature Magazine	13	5,410
Dream World	12	5,330
Model Airplane News and Junior Mechanics	11	4,838
Young Men	11	4,690
Scientific American	11	4,534
Rotarian	10	4,299
Newsstand Group	17	3,854
American Forests	9	3,850
St. Nicholas	9	3,812
American Mercury	17	3,790
National Republic	8	3,248
Asia	7	3,060
Current History	12	2,646
Munsey Combination	11	2,408
Street & Smith's Big Seven Group	11	2,408
Blue Book	3	1,461
Street & Smith Combination	6	1,400
Bookman	4	896

WOMEN'S MAGAZINES

Vogue (2 issues).....	119	75,180
Ladies' Home Journal....	102	69,485
Harper's Bazaar	99	66,332
Good Housekeeping	139	59,508
Woman's Home Companion	83	56,459
McCall's	67	45,702
Pictorial Review	56	37,930
Delineator	53	35,968
True Story	76	32,807
Photoplay	59	25,443
Holland's	28	20,808
The Parents' Magazine....	36	15,558
Farmer's Wife	23	15,365
Household Magazine	20	13,571
Junior League Magazine..	29	12,239
Woman's World	15	9,928
True Romances	21	8,992
Child Life	15	6,489
American Girl	14	6,068
Needlecraft	9	5,986
Junior Home Magazine...	8	5,143
Messenger of Sacred Heart	11	2,548
John Martin's Book.....	5	2,169

CANADIAN MAGAZINES (May Issues)

MacLean's (2 issues)....	79	54,710
Mayfair	69	43,896
Can. Homes & Gardens...	68	42,874
Canadian Home Journal...	61	42,629
The Chatelaine	39	27,600
Western Home Monthly..	38	26,637
Rod & Gun in Canada....	30	12,885

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54%

SIX MONTHS ADVERTISING GAIN FOR HOME & FIELD

● Home & Field now completes its first six months in 1931 with an average monthly gain of more than 54% in advertising lineage over the same period in 1930.

Edited and illustrated to appeal to the home-building, decorating and landscaping interests of smart people, each new issue of Home & Field so far published during 1931 has shown an appreciable increase in advertising over the same month in 1930.

And a corresponding increase in circulation, too. (The average increase from January to May was more than 70%.)

Home & Field is decidedly on the upward trend—due (we think) to brilliant and authoritative editing rapidly widening acceptance by a discriminating reader-clientele growing appreciation among class advertisers and advertising agents who have favored us with contracts.

May we discuss plans with you
for advertising in our fall issues?

HOME & FIELD

572 MADISON AVENUE, NEW YORK CITY

LAURENCE A. WEAVER, Business Manager ARTHUR H. SAMUELS, Editor

MAY WEEKLIES

May 1-6	Pages	Lines
Saturday Evening Post..	92	62,751
American Weekly	14	25,800
New Yorker	48	20,637
Collier's	29	19,593
Time	45	19,239
Business Week	27	11,689
Literary Digest	25	11,225
Liberty	20	8,367
Judge	10	4,371
The Nation	7	2,750
Life	5	2,350
Outlook	5	2,345
Churchman	4	1,702
New Republic	3	1,145

May 8-13	Pages	Lines
Saturday Evening Post..	92	62,653
Collier's	45	30,409
American Weekly	15	27,706
Time	59	25,498
New Yorker	53	22,881
Business Week	28	12,090
Literary Digest	24	11,169
Liberty	22	9,546
Life	9	4,042
Judge	8	3,575
The Nation	6	2,450
Outlook	5	2,150

	Pages	Lines
New Republic	4	1,831
Churchman	3	1,184

May 15-20	Pages	Lines
Saturday Evening Post..	86	58,458
American Weekly	14	26,367
Collier's	36	24,727
New Yorker	55	23,556
Time	52	22,355
Literary Digest	25	11,602
Business Week	17	7,427
Liberty	15	6,512
Judge	12	5,274
Life	8	3,304
The Nation	8	3,000
Outlook	4	1,881
Churchman	4	1,475
New Republic	3	1,439

May 21-27	Pages	Lines
Saturday Evening Post..	99	67,457
American Weekly	12	23,548
New Yorker	53	22,912
Collier's	32	21,843
Time	42	18,080
Business Week	22	9,509
Literary Digest	19	8,472
Liberty	20	8,421
Judge	8	3,235
Life	6	2,559

<i>the</i>	P	A	R
Reaching the market of greatest buying expectancy	Read only by mothers of growing children	Who buy for themselves their husbands their children their homes	whose bro woman buying hat zine wi formed n lost a life ation
M	A	G	AZ

res Lines
4 1,831
3 1,184
res Lines
6 58,458
4 26,367
5 24,727
6 23,556
2 22,355
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1,439

s Lines
67,457
23,548
22,912
21,843
18,080
9,509
8,472
8,421
3,235
2,559

	Pages	Lines
The Nation	6	2,400
New Republic	4	1,661
Churchman	3	1,226
Outlook	3	1,145
May 28-31	Pages	Lines
Saturday Evening Post..	68	46,207
Collier's	28	19,093
New Yorker	43	18,449
American Weekly	8	15,030
Literary Digest	18	7,991
Liberty	14	5,865
Judge	6	2,366
Life	5	2,219
Churchman	3	1,133
Totals for May	Pages	Lines
Saturday Evening Post..	437	297,526
American Weekly	63	118,451
Collier's	170	115,665
New Yorker	252	108,435
Time	198	85,172
Literary Digest	111	50,459
Business Week	94	40,715
Liberty	91	38,711
Judge	44	18,821
Life	33	14,474
The Nation	27	10,600
Outlook	17	7,521
Churchman	17	6,720
New Republic	14	6,076

RECAPITULATION OF ADVERTISING IN MONTHLY CLASSIFICATIONS

1. Vogue (2 issues)	119	75,180
2. Ladies' Home Journal.	102	69,485
3. Harper's Bazaar	99	66,332
4. The Spur (2 issues)..	99	66,153
5. Good Housekeeping ..	139	59,508
6. Town & Country (2 is.)	87	58,969
7. Woman's Home Comp.	83	56,459
8. MacLean's (2 May is.)	79	54,710
9. Fortune	81	51,350
10. Country Life	71	47,701
11. House & Garden.....	74	47,075
12. McCall's	67	45,702
13. Mayfair (May)	69	43,896
14. Can. Ho. & Gar. (May)	68	42,874
15. Can. Ho. Jour. (May)	61	42,629
16. Nation's Business	89	38,376
17. Pictorial Review	56	37,930
18. Vanity Fair	60	37,925
19. Cosmopolitan	84	36,199
20. Delineator	53	35,968
21. The Sportsman	56	35,149
22. The American Magazine	77	32,977
23. True Story	76	32,807
24. American Golfer	51	32,514
25. The Chatelaine (May).	39	27,600

RENTS

ose bran woman's
ying hat zine with
rmed n Housewife
t a life-ation

100%
Parent
Circulation

A magazine
growing rapidly
in circulation
and power

and gaining
prodigiously
in advertising
lineage

MAGAZINE

FOUR-YEAR RECORD OF JUNE ADVERTISING

June 17,

	1931 Lines	1930 Lines	1929 Lines	1928 Lines	Total Lines
Town & Country (2 issues)	58,969	93,076	104,489	92,148	348,682
House & Garden	47,075	72,607	94,613	85,125	299,420
Country Life	47,701	69,745	93,877	73,329	284,652
MacLean's (2 May issues)	54,710	69,686	71,561	57,961	253,918
Nation's Business	38,376	61,086	65,651	54,243	219,356
Vanity Fair	37,925	48,483	66,249	61,305	213,962
Arts & Decoration	24,948	48,342	51,618	46,368	171,276
Cosmopolitan	36,199	47,589	45,720	41,580	171,088
House Beautiful	24,622	36,840	56,463	52,209	170,134
Forbes (2 May issues)	*24,274	*38,209	50,682	45,856	159,021
The American Magazine	32,977	39,599	39,324	40,693	152,593
American Home	19,169	41,015	61,080	27,359	148,623
Popular Mechanics	19,936	25,606	31,864	29,568	106,974
Field & Stream	21,793	26,551	28,908	29,207	106,459
Better Homes & Gardens	23,328	28,890	23,960	23,194	99,372
World's Work	†14,057	†27,308	†36,832	19,509	97,706
Redbook	18,367	21,441	25,961	28,648	94,417
Popular Science Monthly	18,561	21,213	26,503	25,452	91,729
Review of Reviews	†18,772	†21,989	†33,849	16,460	91,070
American Boy	16,464	23,541	24,962	19,550	84,517
Boys' Life	18,700	21,416	24,363	15,683	80,162
Harpers Magazine	15,260	18,088	23,968	22,344	79,660
Outdoor Life & Recreation	13,330	18,407	17,688	20,632	70,057
International Studio	11,576	19,176	22,606	15,720	69,078
Motion Picture	15,372	16,320	18,477	17,120	67,289
Christian Herald	13,958	†16,932	†21,882	†14,093	66,865
National Sportsman	13,548	16,040	16,898	16,056	62,542
Physical Culture	14,570	12,007	16,542	17,631	60,750
Atlantic Monthly	10,242	13,349	17,984	18,644	60,219
True Detective Mysteries	9,378	14,277	11,679	14,422	49,756
Scribner's	6,619	10,163	14,812	14,447	46,041
Sunset	8,396	10,945	11,135	10,976	41,452
Forum	†8,015	†12,390	†14,929	5,531	40,865
Science & Invention	6,319	9,585	10,358	11,332	37,594
Scientific American	*4,534	6,867	9,891	8,922	30,214
American Mercury	3,790	5,581	6,883	8,271	24,525
Extension Magazine	11,377	3,921	5,200	3,335	23,833
St. Nicholas	3,812	5,731	2,896	4,505	16,944
Munsey Combination	2,408	2,632	4,704	3,920	13,664

Totals789,427 1,096,643 1,307,061 1,113,348 4,306,479

*Smaller Page Size.

†Larger Page Size.

‡Four Issues.

§Includes Advertising in Extra Edition.

¶Four Issues.

WOMEN'S MAGAZINES

Vogue (2 issues)	75,180	91,620	130,534	117,083	414,417
Ladies' Home Journal.....	69,485	76,024	74,387	84,320	304,216
Harper's Bazaar	66,332	77,596	85,831	73,164	302,923
Good Housekeeping	59,508	67,735	79,678	75,780	282,701
Woman's Home Companion	56,459	61,877	58,350	56,304	232,990
McCall's	45,702	54,297	49,371	46,326	195,696
Pictorial Review	37,930	42,790	38,179	36,676	155,575
Definetator	35,968	35,310	31,557	41,481	144,316
True Story	32,807	32,149	28,798	26,279	120,033
Photoplay	25,443	29,079	25,929	23,664	104,115
The Parents' Magazine	15,558	14,541	13,544	11,997	55,640
Household Magazine	*13,571	*11,352	13,985	9,746	48,654
True Romances	8,992	11,579	12,110	14,647	47,328
Woman's World	9,928	9,965	11,509	13,499	44,901
American Girl	6,068	8,953	9,587	7,686	32,294
Needlecraft	5,986	9,056	7,964	7,480	30,486

Totals564,917 633,923 671,313 646,132 2,516,285

*Smaller Page Size.

WEEKLIES (5 May Issues)

Saturday Evening Post	297,526	397,084	348,731	332,285	1,375,626
New Yorker	108,435	140,312	120,614	111,830	481,191
Collier's	115,665	136,221	199,730	167,373	418,989
American Weekly	118,451	195,827	284,946	181,101	380,325
Time	185,172	110,659	276,709	140,878	303,418
Literary Digest	50,459	73,593	278,798	169,428	272,278
Liberty	*38,711	*47,494	†47,284	195,890	229,379
Life	14,474	19,996	29,756	31,209	95,435
Outlook	17,521	110,553	13,080	15,708	46,864

Totals836,414 1,021,741 899,648 845,702 3,603,505

*Smaller Page Size.

†Four Issues.

Grand Totals2,190,758 2,752,307 2,878,022 2,605,182 10,426,269

Total
Lines
348,682
299,420
284,652
253,918
219,356
213,962
171,276
171,088
170,134
159,021
152,593
148,623
106,974
106,459
99,372
97,706
94,417
91,729
91,070
84,517
80,162
79,660
70,057
69,078
67,289
66,865
62,542
60,750
60,219
49,756
46,041
41,452
40,865
37,594
30,214
24,525
23,833
16,944
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,306,479

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414,417
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282,701
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44,901
32,294
30,486
16,285
75,626
81,191
18,989
80,325
03,418
72,278
29,379
25,435
16,864
03,505

6,269

*A
cordial
invitation
to the*

A. F. A.

PRINTERS' INK is little more than a stone's throw from the convention hall. Delegates are cordially invited to drop in on us.

The address is 185 Madison Avenue. The location is at the intersection of Thirty-Fourth Street and Madison. Fourteenth and fifteenth floors.

PRINTERS' INK PUBLICATIONS

The Little Schoolmaster's Classroom

WHAT'S wrong with this picture? Those who haven't time to puzzle it out for themselves will find the answer in the follow-



THE NEW MOON

ing letter addressed to Blue Moon Cheese Products, Inc., in whose advertisement this illustration was used:

Your advertisement in the current *New Yorker* irritates me, because of the glaring discrepancy.

The new moon, as everybody knows, is exactly the other way round, like this:) and not like that: (, as you show it.

Don't thank me for calling your attention to it.

The Schoolmaster will have to join some other class where astronomy is taught, for he was not able to find the error until it was pointed out. Besides, judging from the way some people puzzle over those "What's wrong with this picture?" drawings in the Sunday papers, perhaps the whole idea might be expanded upon to some advertiser's advantage.

* * *

Executives who find time to attend conventions do not want to be talked "at" so much as they wish to be talked "with." It is to get away from generalities that so many convention programs are specifying time for round-table discussion.

The Schoolmaster recommends to program planners an idea for a continuous round-table discus-

sion. At the International Circulation Managers' Association, it is planned to have a room separate from the convention hall constantly open for man-to-man discussion. Group leaders have been assigned to hear and talk over problems on which the diffident might want information. In this way a member representing a small newspaper, for example, will have a chance to air his troubles. He will have real reason to feel that the convention has had a direct and helpful relationship to his business.

* * *

The newspapers are filled these days with items from all over the world about wheat. American wheat—Russian wheat—Austrian wheat—wheat from all climes. Few political talks or observations are free from some mention of this most necessary commodity. The American wheat farmer gets either pity or soothing words or condemnation from all sides. Seemingly it is a political issue and a world economic issue of some importance, but a recent bulletin from the U. S. Department of Agriculture has dispelled somewhat in the Schoolmaster's mind the distinct halo which has compassed that word to date.

For a Government bulletin, the facts therein are most amusingly presented. The first paragraph tells about a group of urbanites discussing what the most important farm product might be from the standpoint of cash income. All guessed wheat, because the newspapers were full of it. The learned one said no—cotton was first. They guessed wheat at least to be a good second. They were wrong—milk came next. And so it went. After cotton and milk came the following products in order: Hogs, cattle and calves, eggs and chickens and finally wheat.

Of course when the farm products are divided into their two divisions, i. e., Livestock and prod-



MAKE IMPORTANT MESSAGES **LOOK IMPORTANT...** USE POSTAL TELEGRAPH

Boil down a sales story to a few words. Make every word important...telling. Then make it *look* important by flashing it to your customers by Postal Telegraph.

Postal Telegrams demand attention and get it. When they ask for replies they get them, too... quick replies. Put the tremendous speed of Postal Telegraph behind your merchandise...your service...your inquiries...and get the action that follows Postal Telegrams.

Today...flash a "book" of Postal Telegrams to the people you would reach in a hurry...and get quick replies. A Postal Telegraph Representative will handle all the details for you. Just Telephone the nearest Postal Telegraph office or wire collect to Postal Telegraph Headquarters, 67 Broad Street, New York City.

Postal Telegraph is the only American telegraph company that offers a world-wide service of coordinated record communications under a single management. Through the great International System of which Postal Telegraph is a part, it reaches Europe, Asia, The Orient over Commercial Cables, Central America, South America and the West Indies over All America Cables, and ships at sea via Markey Radio.

THE INTERNATIONAL SYSTEM

Postal Telegraph

Commercial
Cables



All America
Cables

Markey Radio

SALES

sales promotion

HERE is a man who combines sales personality with a fine background of sales, sales promotion and advertising experience.

In the past five years he has sold, done market research, made field surveys and prepared direct advertising material. He has been with two of the country's leading advertising agencies.

He is ideally equipped to sell and carry on effective sales promotional work for a manufacturer who believes in putting a well trained, hard hitting young man on top of a real job.

A college graduate, married, age 28, he can furnish excellent references to interested persons. Address "Q," Box 51, Printers' Ink.

For an Agency or Art Service thinking of moving

A wonderful opportunity. 1600 square feet in well-kept building on Fifth Avenue opposite Madison Square Park. Large reception room; three beautiful executive offices, with windows facing park; skylight art room with two drawing tables; fully equipped shipping room; large stock room. Completely furnished throughout. Rent \$166 a month. One office now rented reduces this to \$126, if space is not needed. Will sublease, furnished, to responsible concern, for just the rent. Immediate occupancy. Write for appointment to see.

Address "N," Box 199, Printers' Ink

ucts, and crops, the picture is different, and wheat comes second under cotton, but from the standpoint of farm income from all commodities wheat is sixth. Try this on your friends.

* * *

An amusing and yet decidedly interesting direct-mail campaign has just come to the Schoolmaster's attention. There are three pieces, the first of a series for the Universal Dental Company, manufacturer of dental supplies. These pieces talk about two of the company's products—Nuform Teeth and the Nuform Mold Guide—which are sold to dentists.

But the subject is not presented nearly so baldly as here put down. Each mailing piece talks teeth but the opening paragraphs tell about curious tribal customs concerning teeth or historical facts about them. The headline in one folder says: "Poor Chap! He can't get a wife unless his teeth are pointed!" This refers to a tribal custom in Africa. It is fully explained. From such an introduction the copy can lead quite naturally into the subject of fine, even, white teeth—and does.

A second mailing piece is labeled: "Taking the Joy Out of Marriage." This tells of a Chinese custom of knocking out certain teeth before marriage in order to make the girl more acceptable. The third piece tells about the aboriginals of the South Pacific who like their teeth colored either red or black.

The folders are little four-page affairs, printed on colored stock in two colors. One quarter of the folder is a business reply card. When the cards are mailed to certain sections of the country, the nearest sales agent is listed.

Historical or little known facts always serve to stop the reader and are excellent because of the always vital element of human interest. One end of the world will always wonder what the other is doing, how it is doing it and why it is doing it.

* * *

Now that the open season for June brides and their less-heralded

SOME
lists are
now!

"Our
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year,"

Money Months

SOME 1932 advertising lists are being made up now! One agency says:

"Our most important months for consideration of advertising media are June, July and August. They are the months when we plan ahead for next year's lists and also modify and reconsider the last quarter of this year's."

"They are the months we go back to our advertisers to step up on the plans they made earlier this year," says another.

New yardsticks of judgment are being used by agency space buyers and advertisers. The summer months are the time when next fall's and even next year's media are being selected.

Publishers should be telling their story now to agency space buyers and advertisers who are searching for most effective ways to reach most logical markets.

Tell your advertising story in the *money months* of June, July and August.

PRINTERS' INK PUBLICATIONS



**HOW TO SELL
HAWAII'S
HUNDRED MILLION
DOLLAR MARKET**



Send for a SURVEY on the line or lines of merchandise in which you are interested

HONOLULU STAR-BULLETIN
HONOLULU, HAWAII

Only Craftsmanship Plus Artistry

can achieve the effects
now possible with the
Oil Paint Screen Process

NEW PROCESS ADVERTISING, Inc
51 Madison Ave., Ashland 4-4251

DISPLAYS
CUT - OUTS
CAR CARDS

**Net paid circulation
now 22,260**

Advertising Rates: Page,
\$135; half page, \$67.50;
quarter page \$33.75; one
inch, minimum, \$10.50.
Classified, 75 cents a line,
minimum order \$3.75.

PRINTERS' INK

June grooms is well under way, everyone searches his morning mail with some trepidation for the little white envelope that may bring news of another merger among his intimates. Norman B. Meyer, manager of sales promotion of the San Francisco *Examiner*, a member of the Class, recently found the conventional white envelope in his mail box. It was done with the utmost propriety, two envelopes and the announcement. "June Brides-Elect," said the card, "Individually and collectively desire to announce (or would if they gracefully could) that they will greet with unbounded enthusiasm and especial delight any gift package they receive which bears the name of Gump's."

There was possibly a certain feeling of relief in finding that the announcement did not herald the setting out of another pair of friends into the matrimonial wilderness. Surely there was a reminder of the duties expected of the June bride's friends. The Schoolmaster believes that Gump's has made a very strong bid to gain control of its wedding gift market during this season of tallying Dan Cupid's scores.

G. A. Olsen with "National Builders' Supply Dealer"

George A. Olsen, formerly advertising manager of the *Building Supply News*, has become editor and publisher of *National Builders' Supply Dealer*, Cleveland.

TO— ADVERTISING AGENCIES

In New York City whose business does not warrant the full-time services of a competent accountant.

A former agency accountant thoroughly familiar with agency details—will for a moderate fee, install and supervise book-keeping, billing and checking systems, handle monthly closings, prepare financial statements and tax returns. All contacts handled in strictest confidence. Can furnish unquestionable references.

Those interested in further information address "O," Box 50, Printers' Ink.

TORONTO
HAMILTON
HALIFAX
MONTREAL
LONDON, Eng.

"GIBBONS KNOWS CANADA"

J. J. GIBBONS Limited

CANADIAN ADVERTISING AGENTS

WINNIPEG
REGINA
CALGARY
EDMONTON
VICTORIA
VANCOUVER

The pu
advertis

This a
years o
high.
advert

It is r
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For
"Age
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TO THE AGENCY MAN WHO SEEKS A BROADER OPPORTUNITY

The purpose of this advertisement is to locate an independent advertising agency man who:—

Controls or is able to secure desirable and profitable accounts;

Finds, in his present connection, further progress difficult if not altogether blocked; and therefore

Would like to acquire a substantial interest in an established agency where he will have complete freedom of initiative and full cooperation.

This agency seeking this man is in New York City and is nine years old. Its reputation, and that of the men composing it, is high. It is soundly established and is well and favorably known in advertising, business and publishing circles. It has full recognition.

It is neither a large agency nor a small one. Its principals are mature men of long practical merchandising and advertising experience. The accounts it handles are, for the most part, those of leaders in the various fields represented. Nearly every account on the books has been with the agency for several years, and relations with clients are on a thoroughly satisfactory basis.

With few additions to the present staff, a much larger volume of business can be efficiently handled. The offices are spacious, centrally located and well furnished.

This agency is prepared to offer an exceptional opportunity to the man who can measure up to its standards and requirements, and is in a position to make the necessary investment. It will give him not only full cooperation and assistance in securing and handling business, but will make it easy for him to give his abilities and ambitions full rein, and to assume all the responsibility and authority in the management of the agency affairs for which he proves his capacity and fitness.

For a personal and mutually confidential interview, address "Agency President," care Prentiss and Moore, Attorneys, 79 Wall Street, New York City.

Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost seventy-five cents a line for each insertion. No order accepted for less than three dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Publishers—A confidential talk regarding buying or selling or making internal readjustments might be mutually profitable. Write or telephone HARRIS-DIBBLE COMPANY, 11 West 42nd St., New York City. PEN 6-8334.

PRINTER (Lease Expiring) desires subletting 2,500-ft. space from concern requiring printing. Consider basement. Will consider absorbing accounts from printer in distress. Percentage basis. Box 874, Printers' Ink.

TO A TRADE-PAPER EDITOR

If you know modern merchandising, can assume full responsibility for production of monthly trade publication, we have splendid opportunity for you. Will sell part-interest, if desired. Box 873, care of Printers' Ink, Chicago Office.

Competent, congenial, aggressive agency man can purchase half interest in recognized small Southern agency, with exceptional operating methods. Good reputation over ten years. Last 18 months devoted to betterment work which with improved conditions generally make this genuine opportunity. \$3,000 to \$5,000 cash required. Outline experience and send photo in confidence. Box 855, P. I.

FOR SALE

Weekly community newspaper with large local circulation and strong advertising support from local business interests.

Publication located in thriving and progressive residential area in large Eastern city where living conditions are excellent. Present owners have other interests which require their full time. Attractive terms to responsible purchaser. Box 862, P. I.

EMPLOYMENT SERVICES

General Managers, Sales Managers, Advertising Managers, Comptrollers, Treasurers, other important men have for twelve (12) years engaged us to negotiate new connections. **INDIVIDUAL. CONFIDENTIAL.** Not an employment agency. Jacob Penn, Inc., 535 Fifth Ave. at 44th St. Established 1919.

Specializing in Advertising Personnel

Executives, craftsmen, juniors, secretaries, clerical. Personal attention to all placements by Elizabeth Muncy for 10 years in charge of employment bureau for AAAA.

Muncy Placement Service

Caledonia 5-2611

280 Madison Avenue, New York City

Serve

Foremost Agencies and their clients with trained Adv'tg & Merchandising Personnel, at salaries ranging up to \$25,000. For confidential interview see Walter Lowen, 9-1 P.M. Vocational Bureau, 105 W. 40th St. (PEN 6-5389).

HELP WANTED

National Class Magazine wants women solicitors in all large cities. Leads furnished. Lightner Pub. Co., 2810 S. Michigan, Chicago.

WANTED THE SERVICES—ALL OR PART, OF A MAN SUCCESSFUL IN MAIL ORDER SELLING. One who can write copy, follow up and who can systematize. State sufficient data to receive careful consideration. Replies confidential. Box 860, Printers' Ink.

ADVERTISING AGENCY MAN MUST BE PERSONABLE, AGGRESSIVE; OPPORTUNITY TO CONNECT IN THE CAPACITY OF SOLICITOR-CONTACT, ON GENEROUS COMMISSION BASIS, WITH THRIVING, OLD-ESTABLISHED, MEDIUM-SIZED AGENCY; HIGH-GRADE CO-OPERATION. REPLY IN STRICT CONFIDENCE. BOX 877, P. I.

SALES AND CONTACT MAN

Wanted: Young aggressive advertising man for sales and contact work with progressive agency. Must be honest, industrious and enjoy going out and making new contacts. Salary to start \$2,500, with unusual opportunities for advancement. Send full details first letter. Box 869, Printers' Ink.

ADVERTISING REPRESENTATIVE

(The kind of man who could qualify for Jack McCarthy's "All American Space Selling Eleven," and be paid accordingly) Must possess established personal contacts with, and a successful sales record among Executives who are National Advertisers in the food field, and among the most important factors in 4-A Agencies in the East. This position is immediate and permanent. The rewards are very large for the man who can apply his past experience, his salesmanship and his constructive imagination to this matter, which enhances the present activities of a nationally known company that has long been serving the principal food advertisers in the United States. Applications will be received in complete confidence by only the chief executive, General Offices, New York. Box 872, P. I.

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ADVERTISING SALESMAN for trade newspaper in fast growing industry. Small initial salary and commission. Real opportunity for young man willing to work hard for substantial future. Write fully. Box 876, Printers' Ink.

ARTIST and VISUALIZER

We have a good position for a cracker-jack artist and visualizer who knows how to get beauty, character and distinction into newspaper and magazine layouts. Must possess creative ability of a high order, as he will be called upon to design beautiful booklets, folders, etc. Should have an expert knowledge of type, paper, engraving, so as to intelligently visual his work from initial idea to final execution. The person of just average talents won't get by. Write for appointment, briefly outlining your background. All communications will be kept confidential. This is not an agency job. Box 867, P. I.

POSITIONS WANTED

CARTOONIST WITH REAL IDEAS FOR ADVERTISING AND STORY ILLUSTRATION AVAILABLE AT SALARY OR FREE LANCE. BOX 865, PRINTERS' INK.

ARTIST—experienced layout man would like to make connection with agency doing modern creative design, unusual layout, contemporary ideas. Wide experience with 4A agency. Box 857, P. I.

\$25 YOUNG MAN DESIRES CHANGE • Retail sales and promotion • newspaper adv. • copy and layout • knowledge production • 27, college • Box 871, P. I.

ART DIRECTOR—Visualizer

15 years' experience with agencies and printers—makes fine comprehensives and finishes—all or part time. Box 856, P. I.

Advertising and Sales Promotion Man seeks new connection. Direct selling and merchandising ability. Box 875, Printers' Ink.

The Man Some One Needs—2 years in market research, sales promotion and analysis; 5 years' successful selling, industrial concern. University graduate, excellent personality, energetic, resourceful, age 30, married. Box 858, Printers' Ink.

Young Man—24, desires permanent position as advertising or publicity assistant with advertising agency or industrial concern. Six years' experience (with one establishment) in lithography and printing field. Familiar with advertising and publicity problems and media used. Salary secondary to opportunity. Highest references. Box 864, Printers' Ink.

ADVERTISING SECRETARY

A young woman of 31 with exceptional experience in banking and law as well as advertising including copy and layout, will shortly be available. Accountant with wide financial statistical experience. Income tax returns both personal and corporation. Knowledge of securities. Splendid background with references from highest officials in each former connection. Salary secondary. Box 870, P. I.

MAIL ORDER and DIRECT MAIL—analysis, plans, dramatic, pulling copy, human-appeal layouts; splendid experience getting coupon, agent, C.O.D. and direct sale results. Box 868, P. I.

Salesman—Advertising—Engraving, art and direct advertising salesman, 34, wants position as salesman, advertising manager, or production manager. Dependable and good in handling details. Now living in Ohio. Box 861, Printers' Ink.

OUT OF 96 MEN INTERVIEWED for an opening on one of the large national magazines the selection narrowed down to 2. Two particular contacts were the deciding factor. Who would be interested in talking to the other man? 14 years' background—agency 5—magazines 6—and newspapers 3. Box 866, P. I.

ART and PRODUCTION

Man with unusual creative ability. Fine hand-lettering, distinctive layouts, finished art work. Thorough knowledge of type faces, engraving methods and printing production. Box 859, Printers' Ink.

ADVERTISING SALESMAN—Thoroughly experienced in large general and class magazine and trade paper work; have managed advertising department, and New York City branch office; wide acquaintance; successful record; open to engage with publisher or commercial house needing capable, responsible New York representative; highest references; strict confidence. Box 863, Printers' Ink.

YOUNG EXECUTIVE

College trained, 15 years of hard, practical experience as newspaper advertising manager, sales manager printing concern and head of own agency. Wants a job with agency specializing in agricultural accounts, manufacturer or distributor where his ability as visualizer, planner and producer of new business can be used to maximum efficiency. Box 854, P. I.

ADVERTISING MANAGER or PRODUCTION MANAGER

Able to write, layout and produce complete. Thorough knowledge printing and allied arts. Also water color. Excellent contact man. Traveled and worked in Great Britain, Canada and United States. Thoroughly modern. Good personality and appearance. Aged 40. Married. References. Looking for a "real" job. Write Thomas B. Warner, 725 Fellsway, Medford, Mass. Telephone Mystic 5794-M.

BINDERS

To make the files of the Printers' Ink Publications more accessible we sell binders at cost. The Weekly holding seven to nine copies is \$1.25, postpaid, and the Monthly holding six copies \$2.00, postpaid. These binders are an attractive addition to any desk or library.

Printers' Ink Publications
185 Madison Ave. New York

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FOLLOW-UP

FOLLOW UP INQUIRIES AS LONG AS IT PAYS AND
FOLLOW UP TILL IT DOESN'T PAY

Advertising usually has two separate jobs to accomplish:

1. Finding prospects
2. Helping to turn prospects into buyers

Very frequently, advertisers do a splendid job of finding prospects through periodical (magazine, newspaper, or radio) advertising but neglect the direct advertising that would help to turn prospects into buyers.

Too often, advertising is used to secure inquiries; then stops or becomes woefully weak. In this day, finding the prospect constitutes but a small part of the job of getting orders.

About twice as much selling is required to get an order today—twice as much convincing and proving and explaining as was formerly required. Follow-up work, in so far as carefully coördinated advertising material is concerned, is proving its worth more than ever before.

Regardless of whether you sell direct to the public or through jobber or wholesaler or dealer, the probabilities are that you can increase the effectiveness of your periodical advertising—and help your salesmen to get more orders—by a judicious use of direct advertising.

If you are willing to discuss the matter with us, we might be able to show you how you can use direct advertising to very good advantage. At any rate, it doesn't cost you anything nor in any way obligate you to ask us about it.

EVANS-WINTER-HEBB *Inc*

**820 HANCOCK AVENUE WEST
DETROIT**

NEW YORK ADDRESS • 420 LEXINGTON AVENUE

The Evans-Winter-Hebb organization has within itself both capable personnel and complete facilities for the preparation and production of printing, direct advertising, and other sales literature: Market Research • Analysis and Plan • Copy • Design • Art • Photo-Engraving
Letterpress and Offset Printing • Binding • Mailing



**The nine Chicago loop
department stores during
the first five months of this
year placed more lines of
advertising in the Chicago
Tribune than in any other
Chicago newspaper!**

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

**Average Net Paid Circulation, May, 1931: Daily,
in excess of 820,000; Sunday, more than 1,010,000**

Eastern Adv. Office
NEW YORK
220 E 42d St.

Southern Adv. Office
ATLANTA
1825 Rhodes-Haverty
Bldg.

New England Adv. Office
BOSTON
718 Chamber of
Com. Bldg.

Western Adv. Office
SAN FRANCISCO
820 Kohl Bldg.